Survey of Members of the Canadian Forces for the Office of the Ombudsman

Final Report

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EXECUTIVE SUMMARY

1. Nine months into its mandate The Office of the Ombudsman requires a study of one of its target groups, CF members, to profile general levels of awareness and perceptions of the Office, as well as best methods of communicating with CF members. In order to achieve this, a survey of CF members was contracted. This study was designed, in part, as a baseline measurement against which to compare future levels of awareness and perceptions in the CF.

2. The survey was mailed in mid-May 2000, and the data collection period continued until the end of June. A total of 1,070 completed questionnaire forms were returned to the consultant over the course of the data collection period. Given that 201 of the initial 2,854 cases mailed were returned as "return to sender" cases (for a functional sample of 2,653), the response rate for the survey was 40 per cent.

3. Results indicate that there is a fairly high degree of familiarity within the CF regarding rights at work and the general area of mechanisms of redress within DND, although there is still room for improvement given that roughly half are less than completely familiar with these areas and that this lack of familiarity is particularly concentrated within the lower ranks.

4. The level of familiarity with what the Ombudsman's Office does is only moderate and, again, concentrated heavily among the senior ranks. Even among Senior Officers, however, only half indicated that they are completely familiar with the role and mandate of the Office.

5. It is interesting to note that CF members have generally been more likely to hear about the Office through non-military, rather than military, channels.

6. Most CF members understand that the CF and reserves are among the groups to be served by the Office of the Ombudsman, however, awareness drops off with respect to family members and other groups.

7. There is a split in the awareness of CF members regarding the Office's role as a source of information, referral and education. This is perhaps not surprising, given that this aspect of the work mandated under Office of the Ombudsman is not as likely to draw attention as the oversight role and would not be covered by the media with the same emphasis or frequency.

8. Although many reported that they had heard that the Office is a neutral and objective body, almost half of the CF are skeptical of the reality of this. (It is interesting to note that prior to the opening of the Office of the Ombudsman, the Ombudsman staff did extensive qualitative consultation, both in Canada and abroad, with CF members.[1] This initial consultation conducted by the Ombudsman staff found as one of its central themes a high level of scepticism and cynicism regarding the opening of an Ombudsman's Office.) In the current research, this scepticism is particularly concentrated in the Army and among NCMs. Those who indicated that they are less familiar with the general area and the Ombudsman's Office in particular are more

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1 Results from this qualitative consultation, conducted by the staff of the Office of the Ombudsman can be found on the Ombudsman website — www.ombudsman.dnd.ca entitled 'The Way Forward; Action Plan for the Office of the Ombudsman", André Marin, Ombudsman, January 1999.

likely to be skeptical of the neutrality of the Office, suggesting the need for immediate and widespread education to increase peoples' level of understanding.

9. There is also widespread scepticism regarding whether or not the Ombudsman is fair and equitable in its treatment of CF members. There is also a very high proportion that do not feel that they know enough to comment one way or the other. (Again, note the familiar theme from the early consultation by Ombudsman staff in early 1999, that CF members are widely skeptical and cynical of the opening of an Ombudsman office.) One in four are openly skeptical and more than one in three feel that they do not know. Following the same pattern as the issue of neutrality, scepticism around fairness is particularly concentrated in the Army and among Junior NCMs, as well as among those with less familiarity with the general areas and the Office in particular.

10. The Office is also not seen as contributing a lasting improvement (according to half of CF members) and almost one in three said that they do not know. Again, scepticism is more concentrated in the Army and among those with lower levels of familiarity. As a baseline measure, nine months into the mandate of the Office, it will be interesting to see if these results change over time.

11. Similarly, half expressed scepticism about the effectiveness of the Office, with only one in seven saying that it is effective and over one in three indicating that they do not know. The heavier concentration of scepticism is in the Army. Junior NCMs are less likely to be able to judge and Senior Officers are more positive in their outlook.

12. In spite of the fact that perceived impact is not very high, support for the Ombudsman's Office is quite high, with over 50 per cent indicating support and another one in five saying that they are somewhat supportive. Perhaps the CF community is signalling that, while it remains either uncertain about the progress of the Office (perhaps because of a lack of familiarity), the idea is nonetheless sound (and well supported). This result must be placed within the context of an Office that is only nine months into its mandate. These results were also designed to serve as a baseline against which to measure future progress.The results do clearly build a case for increased communication by the Office of its progress in types of cases being handled as well as outcomes of any cases that have been resolved. Generally, CF members from NDHQ are somewhat more supportive than other CF members, however Senior Officers specifically are slightly less supportive (relative to the concentration of support from other ranks). This is not out of line with other views expressed by Senior Officers regarding the Ombudsman, but it does seem out of line with the higher rating they gave the Office with respect to effectiveness. It is re-assuring to see that familiarity with the general area and the Office specifically breeds support for the Ombudsman.

13. Top reasons for support essentially revolve around recognition of the need for an impartial body that represents CF members (outside of the chain of command). Reasons for lack of support have to do with: interference in the chain of command process; a lack of understanding attributed to the Ombudsman on the issues; and a perceived lack of results in the Office.

14. A thorny issue covered in the study is the perception of fear of reprisal in bringing a complaint forward. Most CF members seem to be aware that *no adverse action or adverse consequence should be visited upon any person for retribution or reprisal for bringing a complaint forward*, however, more than one in three suggest that fear **does** exists nonetheless and more than one in three think that it **might** exist

(giving it a rating of "somewhat"). In fact, almost one in two CF members believe that fear is quite widespread and would prevent many people from bringing a complaint forward. (This was also a strong theme in the early qualitative consultation of the Ombudsman staff back in early 1999.) In the current research, a fairly high proportion (one in three) also believe that the fear is justified. These responses are most heavily influenced by rank, with Junior NCMs expressing the greatest perception of widespread fear, the greatest likelihood of not bringing a complaint forward because of fear and the strongest perception that this fear is justified. Conversely, Senior Officers (and to a lesser degree Junior Officers) are rarely convinced that there is a fear, or that it is justified.

15. CF members are largely in favour of extending the Ombudsman's jurisdiction into the JAG offices. Rank is a major influence, however, on whether respondents are in favour of this change or not, with Senior Officers showing relatively greater opposition (one in three).

16. The web site, information brochure and toll free number of the Office of the Ombudsman are quite widely known, particularly among the more senior ranks, although, even among the more junior ranks the numbers are still reasonably healthy.

17. CF members expressed an interest in a variety of information from the Office. Information about rights at work and how to file a complaint are more apt to be of interest to those with less familiarity with the Office, particularly among the junior ranks. Those who are familiar are more interested in information about the types of cases handled by the Office and outcomes of those cases. Information sent out by mail or in an article in the Maple Leaf are preferred options for receiving this information.

18. In terms of getting in touch with the Office, telephone is by far the most preferred method.

19. Interest in a newsletter, providing a progress report on the work of the Office of the Ombudsman, would be welcomed by most CF members, particularly by those less familiar with the Office, such as in the lower ranks.

20. In terms of newspaper sources to disburse information about the Ombudsman, the Maple Leaf is the best bet as a military source, followed by Contact. Unfortunately, there is no main civilian source, although the top five to 10 daily civilian papers could be targeted for special information/news articles.

Survey of Members of the Canadian Forces for the Office of the Ombudsman

Section One

Introduction

21. Nine months into its mandate the Office of the Ombudsman required a study of one of its target groups, CF members, to profile general levels of awareness and perception of the Office, as well as best methods of communicating with CF members. In order to achieve this, a survey of CF members was contracted. This study was designed, in part, as a baseline measurement against which to compare future levels of awareness and perceptions in the CF.

22. By way of historical context for some of the key findings from this survey, it is important to note that prior to the opening of the Office of the Ombudsman, the Ombudsman staff did extensive qualitative consultation, both in Canada and abroad, with CF members. This initial consultation conducted by the Ombudsman staff found a number of central themes regarding the setting up of an Ombudsman's Office. Several of these central themes are similar to the results of the current baseline survey.[2]

23. Anticipating the need for examining the survey results by rank, gender, first official language, and environment, the final survey file required a minimum of 700 cases, but preferably closer to 1,000 cases. Given that the survey would be designed as a self-administered form to be sent out and returned by mail, it was anticipated that the response rate might be anywhere between 30 and 50 per cent. With this in mind, an initial sample of 2,854 CF members was drawn. This included stratification for a minimum number of women and Senior Officers. The sample was drawn by the Department of Human Resource Research and Evaluation (DHRRE) and provided to EKOS Research in label format.

24. The survey questionnaire was designed by EKOS Research, in conjunction with the Office of the Ombudsman and tested with 12 members of the CF. The pretest took place by telephone, in order to save time and maximize the turnaround of the final questionnaire. Very few changes were made as a result of the testing, however, minor wording changes were made to increase clarity and several skip patterns were altered (see final questionnaire in Appendix A). The final questionnaire was then

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translated by EKOS Research and produced in English and French and copies were distributed (based on the first official language flag in PeopleSoft).

25. The survey was mailed in mid-May 2000, and the data collection period continued until the end of June. A total of 1,070 completed questionnaire forms were returned to the consultant over the course of the data collection period. Given that 201 of the initial 2854 cases mailed were returned as "return to sender" cases (for a functional sample of 2653), the response rate for the survey was 40 per cent.

26. Once the questionnaires were reviewed for logic and consistency and coding of several open end items took place, the forms were submitted to a professional data entry firm, where the data were entered twice for each form and consistency checks run for the entire data set. EKOS Research created a data base and applied a weighting scheme to restore the data to the representativeness of the CF. This included weighting for gender, rank and environment. The total figures for all CF, as well as those by level of familiarity with the area in general and the Ombudsman's Office specifically, as well as exposure to the Office, and first official language were run on the basis of fully weighted data. Patterns of results run by gender, rank and environment were run without weighting for the individual variable in each case (e.g., differences by gender were weighted by rank and environment, but not by gender).

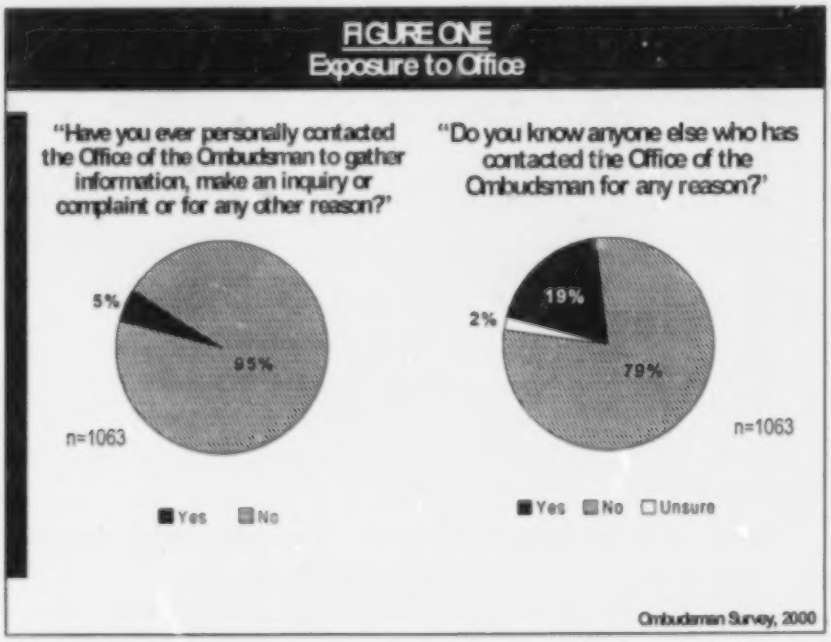
27. The 1,070 completed cases used in the analyses of findings carry an associated margin of error of up to +/-3.0 per cent. That is, the level of precision of the findings, where the entire sample is used, is +/-3.2 per cent. This is established on the basis of .05 confidence level, which is used as an industry standard. It means that the results are accurate to with 3.2 per cent, 19 times out of 20. Error rates are larger for sub-groups. These error (or precision) rates have been documented in Appendix B.

Section Two

Survey Results

Personal Contact with the Ombudsman's Office

28. CF members were asked if they had previously had personal contact with the Office or if they know someone who has had contact. Only five per cent cited personal experience with the Office, however, 19 per cent of the CF overall indicated that they know someone who has had contact.



a. A higher proportion of CF members indicating a familiarity with the general area and with the Ombudsman's Office in particular, also said that they know someone who has had contact (which perhaps explains the familiarity itself).

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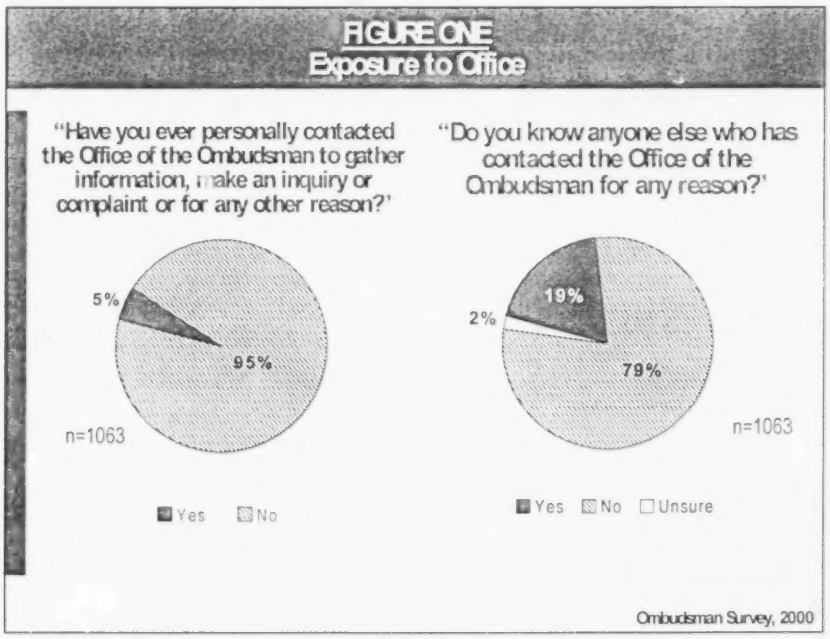


a. A higher proportion of CF members indicating a familiarity with the general area and with the Ombudsman's Office in particular, also said that they know someone who has had contact (which perhaps explains the familiarity itself).

b. There are only limited differences in personal contact and knowledge of others with contact, based on environment, rank or gender. It is perhaps noteworthy that 27 per cent of Senior Officers indicated that they know someone who has made contact with the Office. On the other hand, this may not be an unusual pattern given that Senior Officers are more apt to know a large number of CF members and also more apt to be aware of ongoing complaints.

Familiarity with Rights/Assistance

29. Overall, more than half of CF members said they are very familiar (four or five on a five-point scale) with both their rights at work and the mechanisms of assistance and redress available to them when these rights are infringed upon. Although the results show a more positive than negative picture, it should be noted that on the latter issue, approximately one in five (21 per cent) say they are not familiar with the mechanisms of assistance and redress.

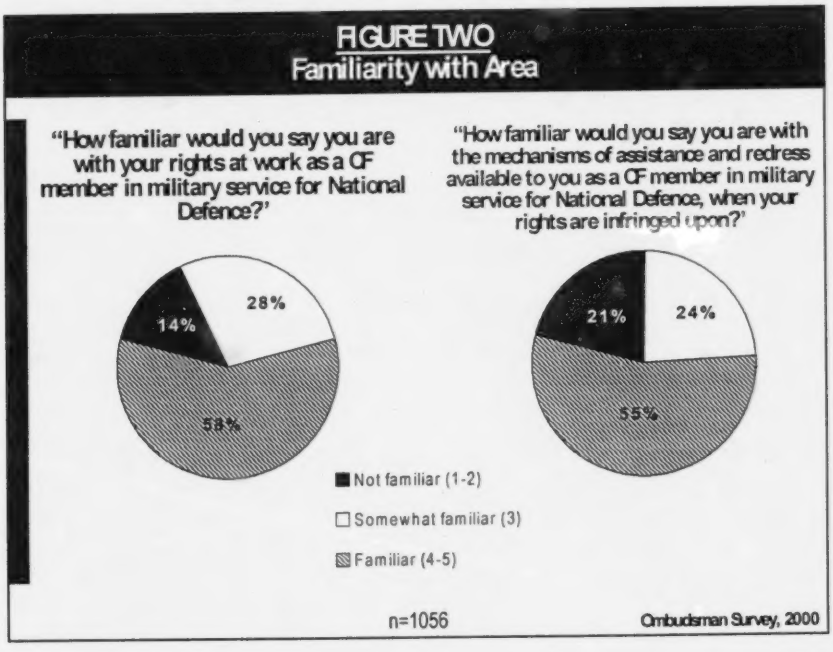


FIGURE TWO
Familiarity with Area
"How familiar would you say you are with your rights at work as a CF member in military service for National Defence?"
28%
14%
58%
"How familiar would you say you are with the mechanisms of assistance and redress available to you as a CF member in military service for National Defence, when your rights are infringed upon?"
24%
21%
55%
Not familiar (1-2)
Somewhat familiar (3)
Familiar (4-5)
n=1056
Ombudsman Survey, 2000

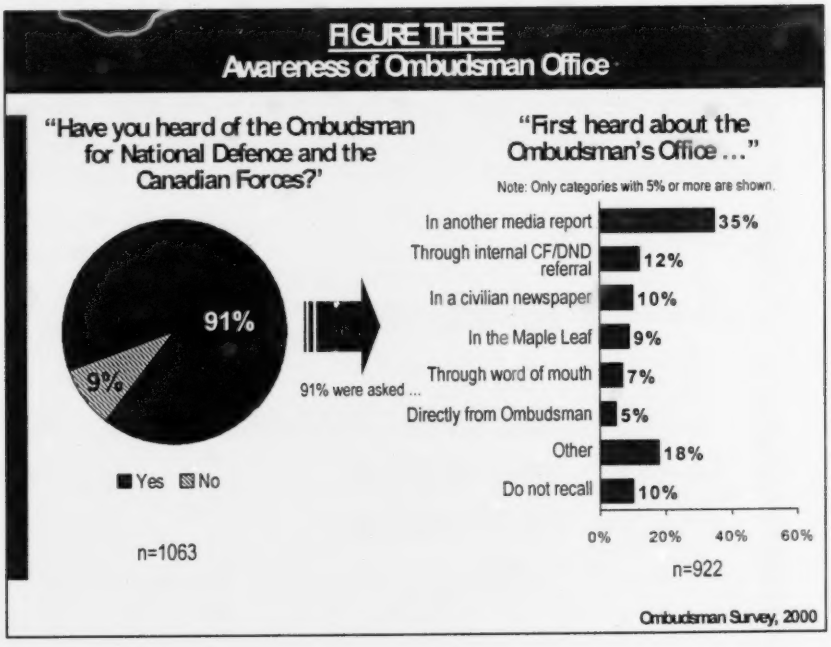
a. There are very significant differences in the levels of familiarity on the issues of rights and courses of action available to CF members. Most of these differences are accounted for by the rank of the respondent. Senior Officers are among those most likely to be quite familiar with both of these issues (85 per cent). Relatively few Junior NCMs, on the other hand, are familiar with their rights at work (29 per cent). Furthermore, nearly half of all Junior NCMs (48 per cent) indicate they are not familiar with the mechanisms of redress available to them.

b. Women are slightly more likely than men to indicate they are familiar with these general issues of awareness of CF work place rights.

c. Respondents serving at NDHQ are among the most familiar with these broad issues. They are twice as likely as those in the Air Force to have indicated they are familiar with their rights (67 per cent vs. 33 per cent) or with the mechanisms of redress (61 per cent vs. 20 per cent).

Awareness of Ombudsman's Office

30. A large majority of CF members indicated they had heard of the Ombudsman for National Defence and the Canadian Forces. Virtually all Officers and Senior NCMs said they had heard of the Ombudsman's office, whereas three out of four Junior NCMs claimed this. The most common response among respondents for where they had first heard about the Ombudsman's office was in a media report (35 per cent) or a civilian newspaper (10 per cent), followed by an internal CF/DND referral (12 per cent) and in the Maple Leaf (nine per cent).



a. Junior NCMs are among the most likely to have first heard about the Ombudsman's Office in the Maple Leaf or through word of mouth. Compared to all other ranks, a greater proportion of Senior Officers received their information through an internal CF/DND referral.

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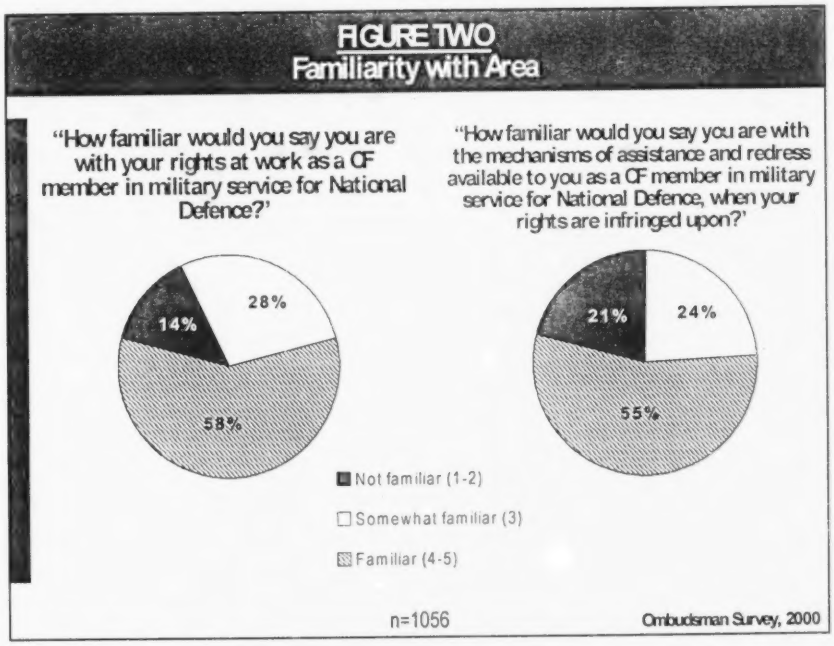
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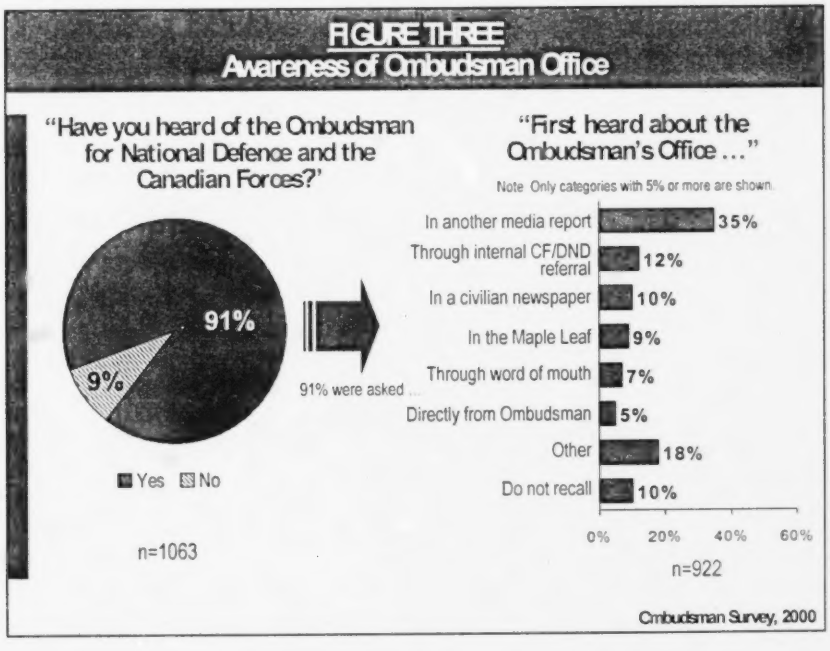


a. Junior NCMs are among the most likely to have first heard about the Ombudsman's Office in the Maple Leaf or through word of mouth. Compared to all other ranks, a greater proportion of Senior Officers received their information through an internal CF/DND referral.

b. At NDHQ, two out of three respondents heard about the Ombudsman's Office from a source outside of the military, either in a media report (44 per cent) or in a (non-military) newspaper (21 per cent).

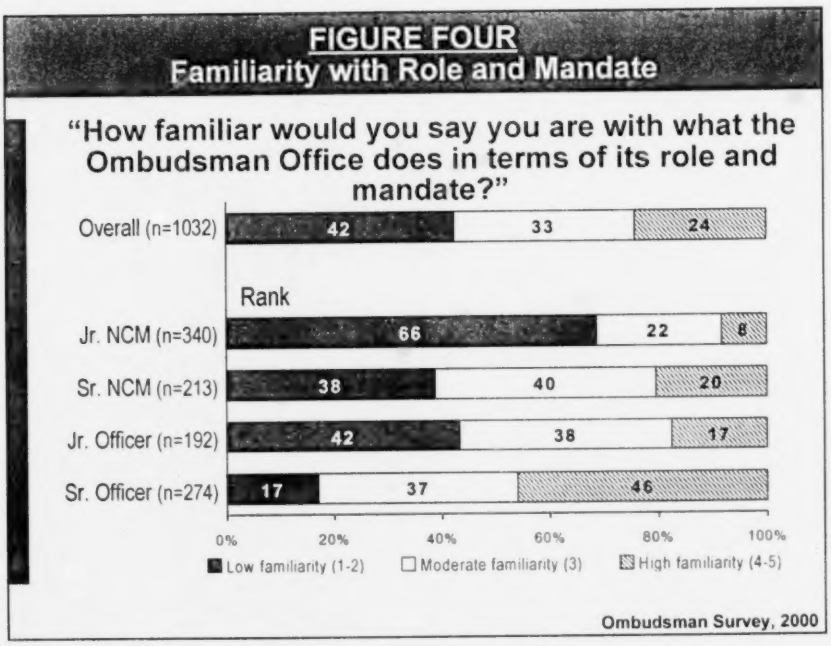
c. Fewer women gleaned their information from outside media sources (26 per cent, compared to 36 per cent among men). They were twice as likely as men, however, to have first heard about it through word of mouth.

Familiarity with the Ombudsman's Office Role and Mandate

31. In spite of the fact that nearly nine in 10 members were generally aware of the Office of the Ombudsman, there is remarkably low familiarity with the role and the mandate of the Office of the Ombudsman. Overall, only one in four respondents indicated they are highly familiar, while more than four in 10 said they are fairly unfamiliar with what the Office of the Ombudsman does in terms of its role and mandate.

32. A very healthy majority (86 per cent) claim to have heard about the Office of the Ombudsman prior to the survey (not shown in chart). This is down somewhat from the 91 per cent who indicated in a previous question that they were aware of the Office of the Ombudsman, thus providing some degree of adjustment.

FIGURE FOUR
Familiarity with Role and Mandate



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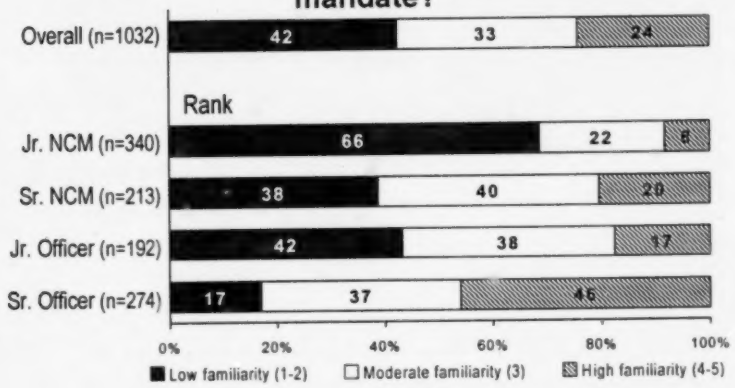


Ombudsman Survey, 2000

a. The level of awareness of what the Office of the Ombudsman does in terms of its role and mandate rises significantly among Senior Officers. Compared to all other ranks, they are at least twice as likely to be highly familiar with these aspects of the Office of the Ombudsman. Junior NCMs, on the other hand, are among the least familiar with the role or mandate of the Office of the Ombudsman, with two out of three respondents indicating that they are less than moderately familiar with these aspects of the Office of the Ombudsman.

b. CF members at NDHQ are among those most familiar, with approximately three in 10 indicating they are highly familiar with the role and mandate of the Office of the Ombudsman.

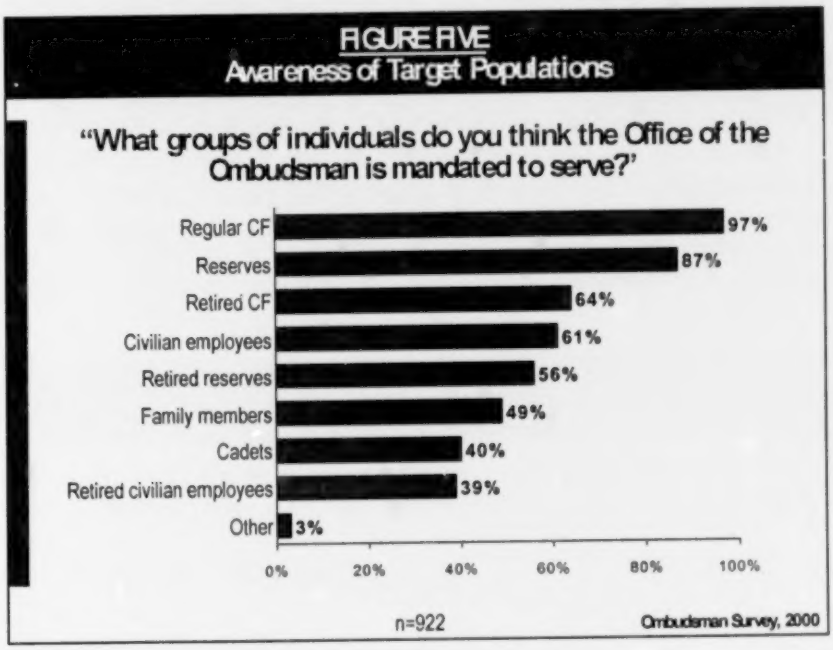
c. Not surprisingly, those who have not had contact with the Office of the Ombudsman and do not know someone who has had contact are far less likely to be aware of its role and mandate.

d. There are significant variations along language lines, with more than twice as many English-speaking respondents indicating high familiarity with the role and mandate of the Office of the Ombudsman (28 per cent, compared to 11 per cent among French-speaking respondents).

e. Women are modestly more familiar than men with what the Office of the Ombudsman does.

Groups the Office of the Ombudsman is Mandated to Serve

33. Given a list to choose from, nearly all respondents identified current CF members and active reserves as groups of individuals the Office of the Ombudsman is mandated to serve. More than six in 10 also identified retired CF members and civilian DND employees. Retired reserves (56 per cent) and CF family members (49 per cent) were the next most prevalent groups identified by respondents. Approximately four in 10 respondents identified Cadets and retired civilian DND employees as groups protected under the Office of the Ombudsman mandate.



a. Respondents with higher levels of familiarity with the Office of the Ombudsman mandate and general topic area (e.g., the mechanisms of assistance and the rights of CF workers) are more likely to have identified all of these groups of individuals under the mandate of the Office of the Ombudsman. The same distinction can be made for Senior Officers, who are more likely to have identified groups of individuals. Junior NCMs, on the other hand, identified fewer groups of individuals among those served by the Office of the Ombudsman.

b. A greater proportion of members serving at NDHQ identified retired CF members, as well as retired reserve members.

Awareness and Acceptance of Nature of Office of the Ombudsman

34. The large majority of respondents (85 per cent) indicated they were specifically aware of the mandate of the Office of the Ombudsman prior to receiving this survey. Looking at the specific function of the Office of the Ombudsman as a source of information, referral and education to assist current and former CF and reserve members and their families, less than half indicated they had prior knowledge of the function of the Office of the Ombudsman.

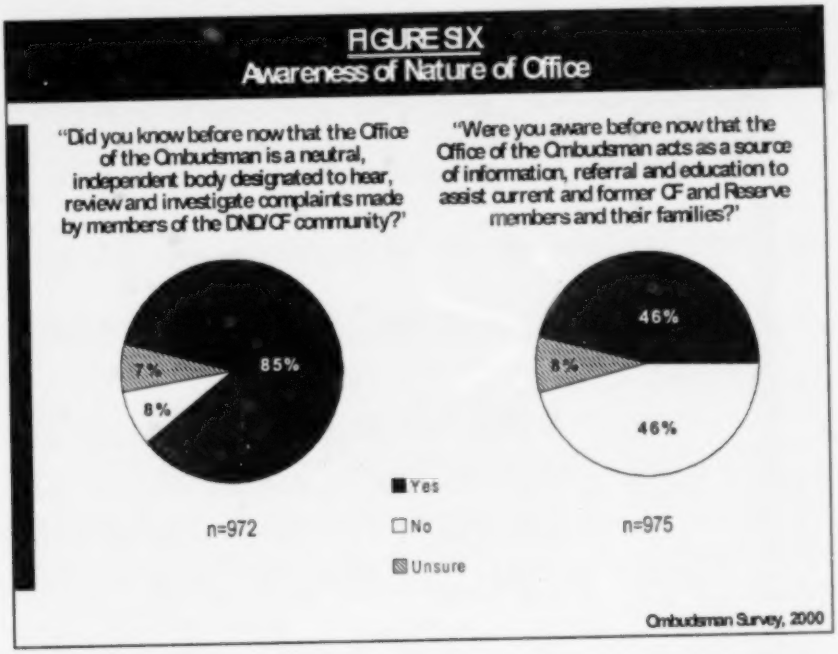


FIGURE SIX
Awareness of Nature of Office
"Did you know before now that the Office of the Ombudsman is a neutral, independent body designated to hear, review and investigate complaints made by members of the DND/CF community?"
7%
85%
8%
n=972
"Were you aware before now that the Office of the Ombudsman acts as a source of information, referral and education to assist current and former CF and Reserve members and their families?"
46%
8%
46%
n=975
Yes
No
Unsure
Ombudsman Survey, 2000

a. A larger proportion of Officers and Senior NCMs indicated they had prior awareness of the Office of the Ombudsman mandate, whereas only two out of three Junior NCMs said they knew that the Office of the Ombudsman is a neutral independent body designed to hear, review and investigate complaints made by members of the DND/CF community.

b. There are some differences in the levels of prior awareness by the rank of the respondent. Senior Officers are among the most likely to have been previously aware of the function of the Office of the Ombudsman (63 per cent indicate awareness), whereas fewer than three in 10 Junior NCMs said they were aware.

c. The levels of awareness of the Office of the Ombudsman are highest among respondents from NDHQ.

Awareness and Acceptance of Nature of Office of the Ombudsman

34. The large majority of respondents (85 per cent) indicated they were specifically aware of the mandate of the Office of the Ombudsman prior to receiving this survey. Looking at the specific function of the Office of the Ombudsman as a source of information, referral and education to assist current and former CF and reserve members and their families, less than half indicated they had prior knowledge of the function of the Office of the Ombudsman.

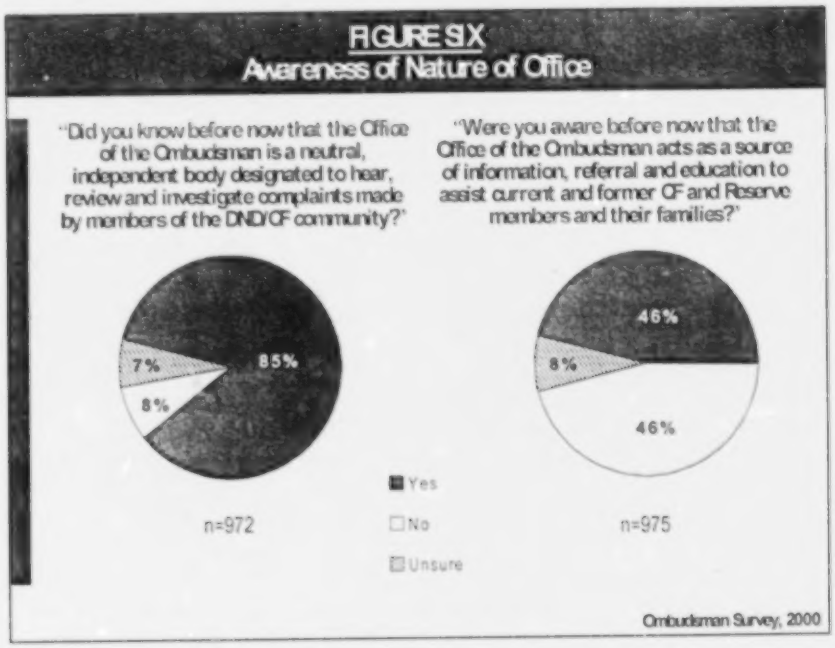


FIGURE SIX
Awareness of Nature of Office
"Did you know before now that the Office of the Ombudsman is a neutral, independent body designated to hear, review and investigate complaints made by members of the DND/CF community?"
"Were you aware before now that the Office of the Ombudsman acts as a source of information, referral and education to assist current and former CF and Reserve members and their families?"
7%
85%
8%
46%
8%
46%
Yes
No
Unsure
n=972
n=975
Ombudsman Survey, 2000

a. A larger proportion of Officers and Senior NCMs indicated they had prior awareness of the Office of the Ombudsman mandate, whereas only two out of three Junior NCMs said they knew that the Office of the Ombudsman is a neutral independent body designed to hear, review and investigate complaints made by members of the DND/CF community.

b. There are some differences in the levels of prior awareness by the rank of the respondent. Senior Officers are among the most likely to have been previously aware of the function of the Office of the Ombudsman (63 per cent indicate awareness), whereas fewer than three in 10 Junior NCMs said they were aware.

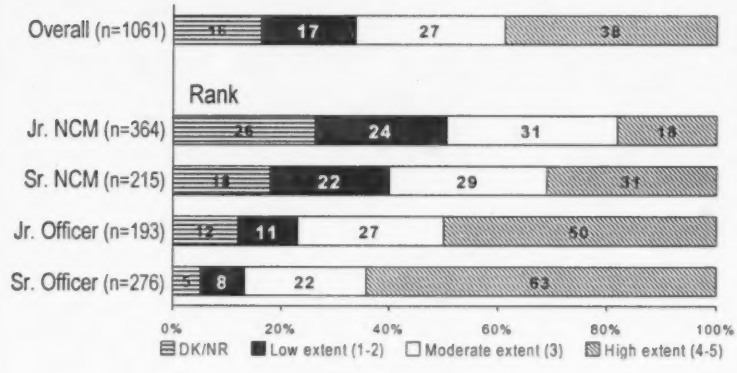
c. The levels of awareness of the Office of the Ombudsman are highest among respondents from NDHQ.

35. Respondents to the survey are more likely than not to think that the Office of the Ombudsman is neutral, objective and independent of the chain of command. While nearly four in 10 agree with this statement, 27 per cent support it to a moderate extent and fewer than one in five tend to disagree with this position. The level of uncertainty on this question is relatively high, with 16 per cent of respondents unable to say one way or the other whether the nature of the Office of the Ombudsman reflects neutrality and independence.

36. A noteworthy portion of respondents (37 per cent) are unsure as to whether or not individuals who are dealt with through the Office of the Ombudsman are treated in a fair and equitable fashion. Overall, a similar number of respondents believe to a high extent that the process is fair (36 per cent), whereas one in five think the process is fair to a moderate extent. The proportion of CF members that think the process at the Office of the Ombudsman is unfair is actually quite small (seven per cent).

FIGURE SEVEN
Perceived Neutrality of Ombudsman

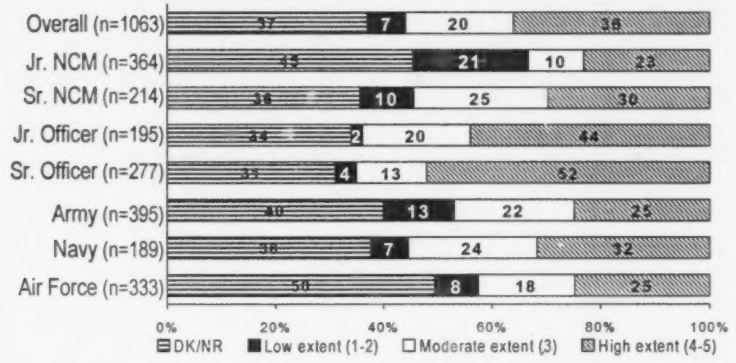
"To what extent do you think the Office of the Ombudsman is, in fact, neutral, objective and independent of the chain of command?"



Ombudsman Survey, 2000

FIGURE EIGHT
Perceived Fairness of Ombudsman

"To what extent do you think that individuals who are dealt with through the Office of the Ombudsman are treated in a fair and equitable fashion?"



Ombudsman Survey, 2000

a. The image of neutrality of the Office of the Ombudsman is fragmented, clearly divided along rank and seniority as it reflects familiarity with the mandate and role of the Office of the Ombudsman. Officers, especially Senior Officers, are far more likely to think that the Office of the Ombudsman is neutral, objective and independent of the chain of command. NCMs are less likely to believe this point, with more than one in four Junior NCMs unsure about the neutrality and independence of the Office of the Ombudsman.

b. Officers, especially Senior Officers, have the greatest faith in the fairness of the Office of the Ombudsman. At least one in three Officers, however, is unsure how to answer this question. Even with greater knowledge and awareness about the mandate, there is a great deal of hesitation in taking a position on the issue of the nature (neutrality, fairness) of the Office of the Ombudsman. As the level of awareness of the mandate of the Office of the Ombudsman decreases, we see more and more unwilling or unable to answer the question on the fairness or the independence of the Office of the Ombudsman.

c. Respondents from the Air Force, more than any other command, are unsure what to think about the nature of the Office of the Ombudsman. Recall from previous sections that respondents from the Air Force also had the lowest levels of familiarity with the general issues of work place rights and mechanisms of redress for CF members. One in three do not know whether the Office of the Ombudsman is a neutral and independent body and one in two do not know whether individuals who are dealt with through the Office of the Ombudsman are treated in a fair and equitable fashion.

35. Respondents to the survey are more likely than not to think that the Office of the Ombudsman is neutral, objective and independent of the chain of command. While nearly four in 10 agree with this statement, 27 per cent support it to a moderate extent and fewer than one in five tend to disagree with this position. The level of uncertainty on this question is relatively high, with 16 per cent of respondents unable to say one way or the other whether the nature of the Office of the Ombudsman reflects neutrality and independence.

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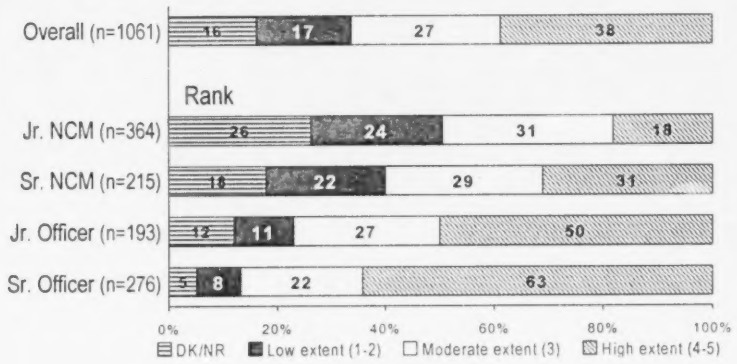

Ombudsman Survey, 2000

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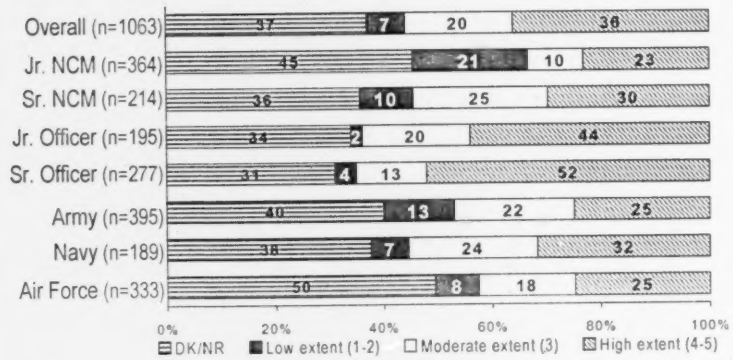

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Perceived Impact of and Support for the Office of the Ombudsman

37. The results for these questions are a testament to the moderate extent to which CF members believe the Office of the Ombudsman will contribute to a lasting improvement to the welfare of the community it serves. Fewer than one in five believe it will contribute to a lasting improvement to a great extent, whereas 28 per cent think it will to a moderate extent. Approximately one in four are sceptical about the lasting impact of the Office of the Ombudsman and a further 30 per cent are unsure.

38. Again, we find a large proportion of respondents (38 per cent overall) are unable to determine how effective the Office of the Ombudsman is in its role in assisting members of the CF/DND community. The results lean towards the negative end of the scale, with a larger proportion (22 per cent) indicating the Office of the Ombudsman is not very effective in its role, compared to only 14 per cent who attest that the Office of the Ombudsman is effective in assisting members of the CF/DND community.

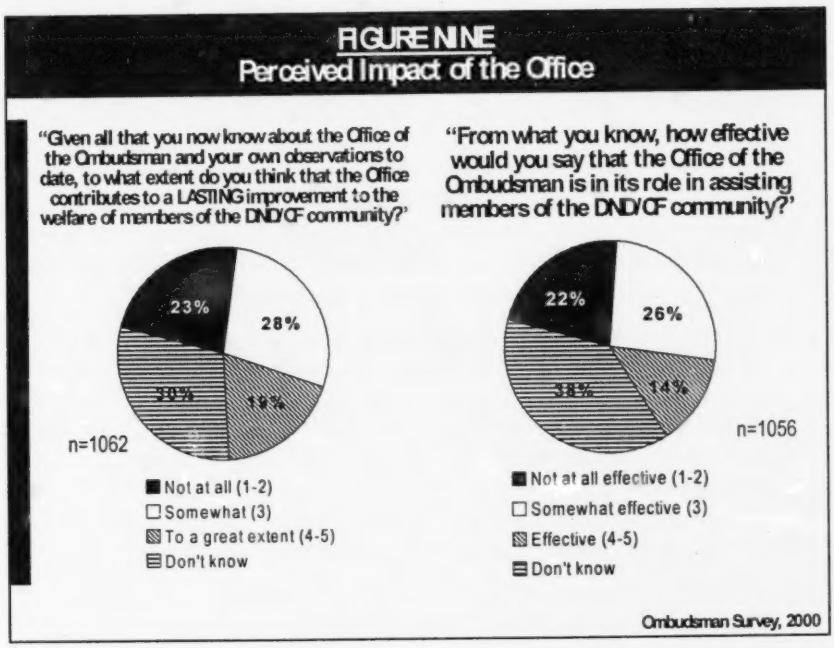


FIGURE NINE
Perceived Impact of the Office
"Given all that you now know about the Office of the Ombudsman and your own observations to date, to what extent do you think that the Office contributes to a LASTING improvement to the welfare of members of the DND/CF community?"
23%
28%
30%
19%
n=1062
Not at all (1-2)
Somewhat (3)
To a great extent (4-5)
Don't know
"From what you know, how effective would you say that the Office of the Ombudsman is in its role in assisting members of the DND/CF community?"
22%
26%
38%
14%
n=1056
Not at all effective (1-2)
Somewhat effective (3)
Effective (4-5)
Don't know
Ombudsman Survey, 2000

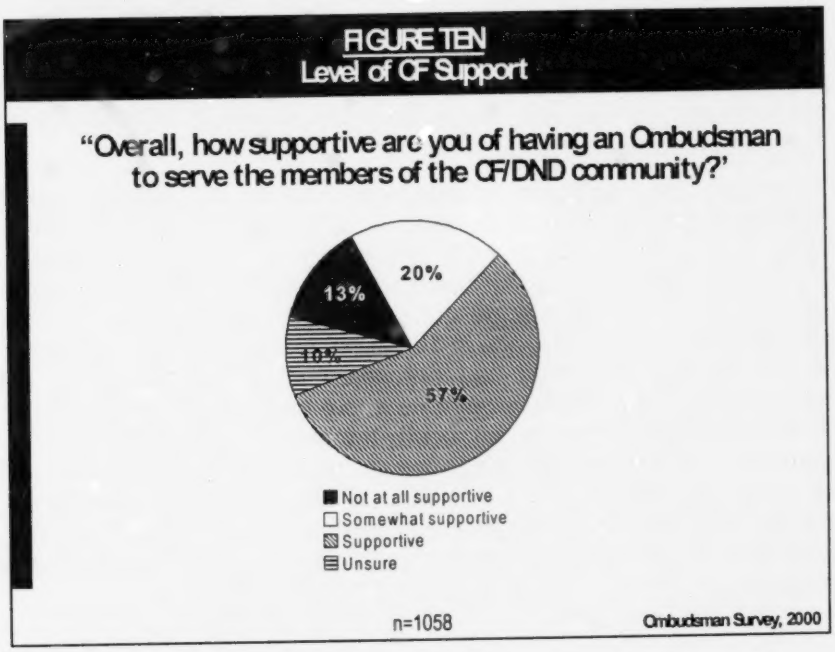
a. There are relatively few differences among the ranks of CF members. Among Junior NCMs, however, the proportion indicating "unsure" or "do not know" is quite a bit higher, with more than four in 10 unable to answer whether the Office of the Ombudsman will have a lasting impact on the CF/DND community.

b. Members from the Army are among the most sceptical; 28 per cent do not think the Office of the Ombudsman contributes to a lasting improvement to the welfare of the CF/DND community. Respondents from the Air Force, on the

other hand, are more likely to be unsure either of the impact or the effectiveness of the Office of the Ombudsman.

c. Women are slightly more optimistic than men in the value of the lasting improvement the Office of the Ombudsman will contribute to the welfare of the members it serves.

39. There is a much clearer sense of the level of support that DND/CF members give to the Office of the Ombudsman. Despite the low levels of awareness and relatively indeterminate views on its impact, effectiveness, and fairness, CF members are more likely to be able to determine whether or not they generally support having an Office of the Ombudsman to serve the members in their community. A majority (57 per cent) are supportive of the idea, whereas one in five offered moderate support and fewer still (13 per cent) lent low levels of support to the Office of the Ombudsman. Overall, one in 10 said they do not know how supportive they are of having an Ombudsman to serve the members of the DND/CF community.



a. CF members who serve at NDHQ are among the most supportive of having an Ombudsman to serve their community (71 per cent highly supportive). The level of support under all other commands is quite similar, with slightly more in the Army indicating lower levels of support and a slightly higher proportion in the Air Force being unsure about this question.

b. Among all ranks, Senior Officers are the most split on this issue. Although more than six in 10 are supportive of the Office of the Ombudsman (more than any other rank), it is interesting to note that almost two in ten Senior Officers do not support having an Office of the Ombudsman for the DND/CF community.

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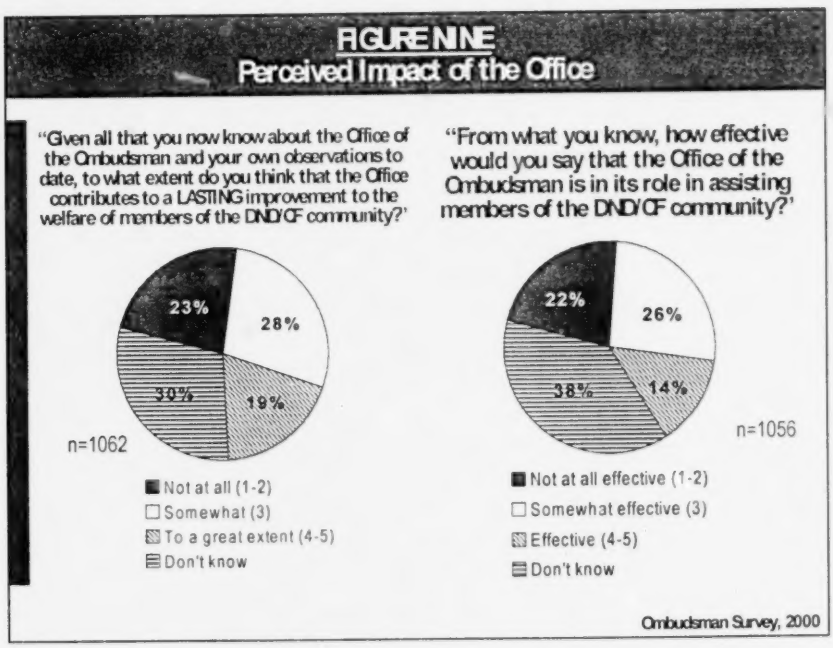
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28%
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19%
n=1062
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Somewhat (3)
To a great extent (4-5)
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22%
26%
38%
14%
n=1056
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Somewhat effective (3)
Effective (4-5)
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Ombudsman Survey, 2000

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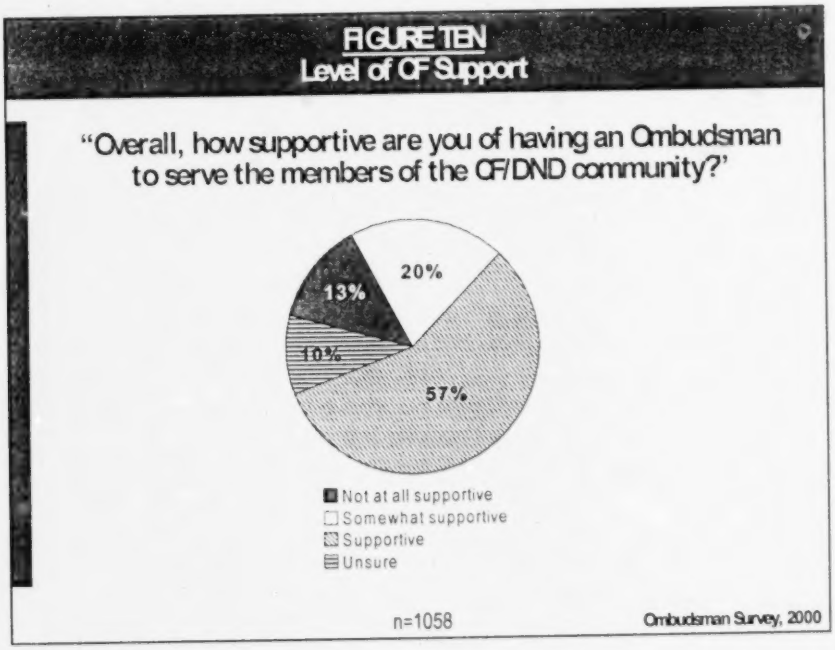

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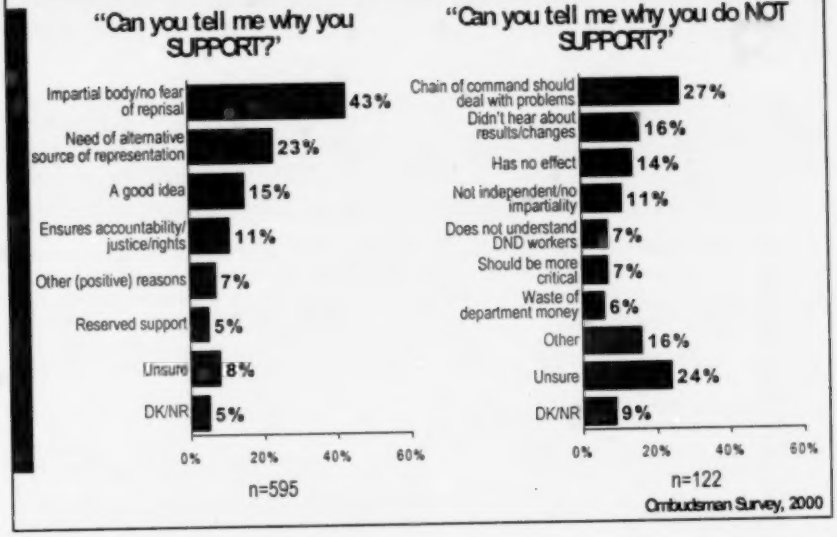
c. French-speaking respondents are among the most supportive of the Office of the Ombudsman, with 71 per cent stating their support, compared to only 53 per cent among English-speaking members.

d. Familiarity with the Office of the Ombudsman does not appear to be a driving force behind the support for having an Ombudsman for the DND/CF community. The proportion of members who indicate they are supportive of the Office of the Ombudsman remains stable; there is a slight trade-off between those who are not supportive (increased familiarity) and those who are unsure (generally tend to be those least familiar with the Office of the Ombudsman).

40. Among the many reasons cited why respondents support the Office of the Ombudsman, the most common response (43 per cent) is that it is an impartial body and there is little fear of reprisal. Nearly one in four say they need an alternative source of representation and an additional 15 per cent think that the Office of the Ombudsman is a good idea. At least one in 10 say the Office of the Ombudsman ensures accountability, justice or rights to CF/DND members and another seven per cent cite other, generally positive reasons. Five per cent indicated that, although they are supportive, they would be even more supportive if they had more information from the Office, or if they had more direct evidence that it is independent of the chain of comand (labelled as "reserved support" in the chart). A small portion are either unsure (eight per cent), are unaware of the changes or results (five per cent), or did not respond to this follow-up question (five per cent).

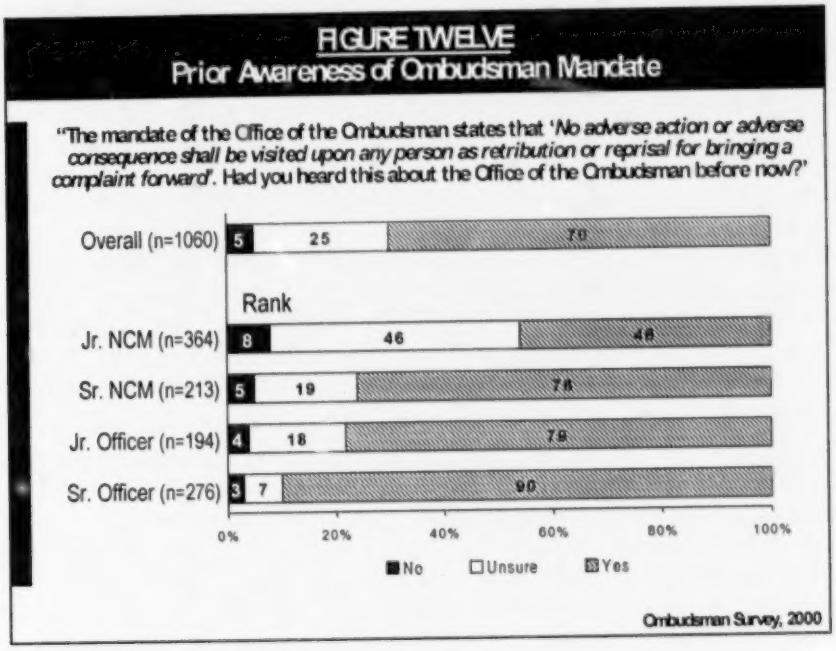
41. Among the minority of respondents who do not support the Office of the Ombudsman (approximately 13 per cent of the full sample), the reasons for dissention are quite varied. A fairly large part (27 per cent of non-supporters and 48 per cent among Officers) say the chain of command should deal with these problems. One in four is unsure as to why they do not support having an Ombudsman to serve the members of their community, one in 10 did not answer this part of the question and a further 16 per cent say they had not heard about the results or changes. The remaining respondents express opinions about the little effect (14 per cent) or critical function of the Office (seven per cent), the lack of impartiality and independence (11 per cent), and the fact that the Office of the Ombudsman does not understand CF members (seven per cent). The proportion of respondents who think the Office of the Ombudsman is a waste of departmental money (six per cent) is actually very small. An additional 16 per cent gave other reasons for not supporting the idea of having an Ombudsman.

FIGURE ELEVEN
Reasons for Supporting/Not Supporting Ombudsman



Fear of Reprisal

42. CF members were asked about their awareness of the mandate of the Office of the Ombudsman to ensure that there is no adverse consequence as a result of bringing forward a complaint, and awareness of this element of the mandate is high at 70 per cent.

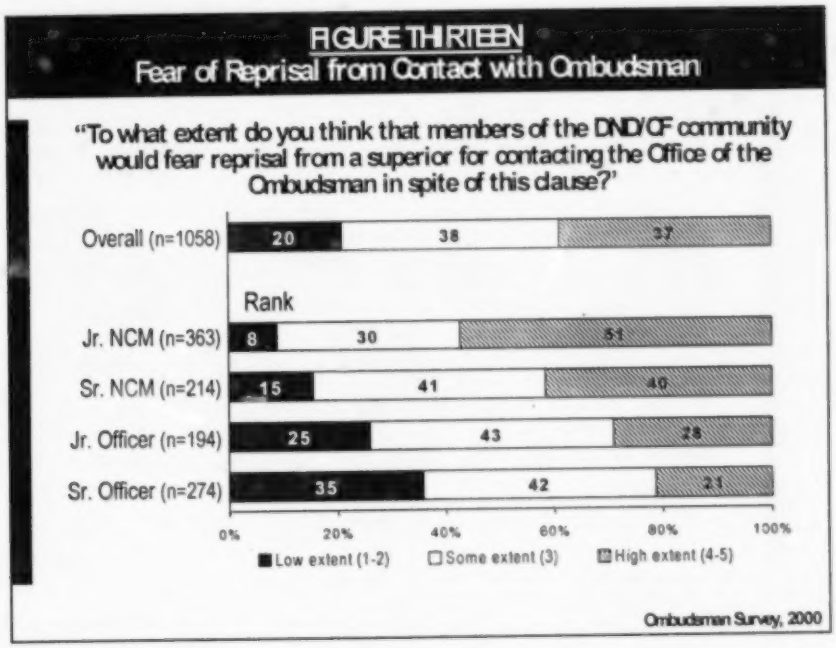


a. It is not surprising to see that awareness is particularly high among those with a greater familiarity with the area in general or the Ombudsman's Office in particular.

b. There is also greater awareness within NDHQ than within other environments (particularly the Air Force, which is lowest).

c. By rank, the awareness among Junior NCMs is fairly low, with 46 per cent saying they were aware of this. On the other hand, awareness within the other ranks is quite high, particularly among Senior Officers (90 per cent).

43. In spite of awareness of the mandate, CF members were then asked to indicate the extent to which they feel that there is (nonetheless) a fear of reprisal within the DND/CF community when it comes to bringing forward a complaint. Only one in five believe this fear to be minimal. More than a third feel that there is at least some degree of fear within the community and more than a third feel that there is a fair degree of fear which exists.



a. There is a favourable pattern between the reported degree of fear and the level of familiarity, whereby those with a greater degree of familiarity are less apt to see a high degree of fear. On the other hand, this pattern is probably largely due to the pattern of responses by rank. Only one in five (21 per cent) of Senior Officers feel that the degree of fear is high, whereas over half (51 per cent) of Junior NCMs feel that the degree of fear is high. This is most likely the pattern of response that is influencing the relationship between fear and familiarity.

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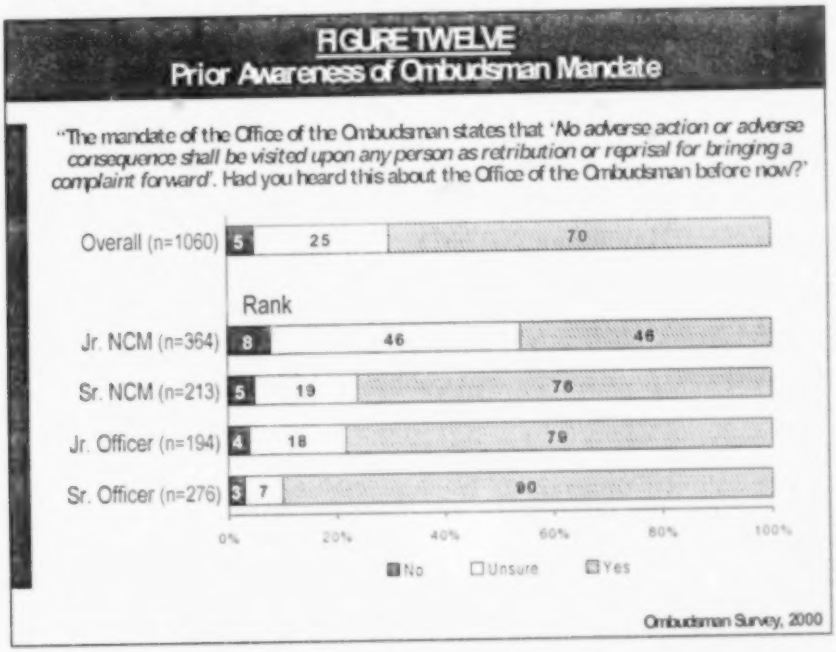
FIGURE TWELVE
Prior Awareness of Ombudsman Mandate
"The mandate of the Office of the Ombudsman states that 'No adverse action or adverse consequence shall be visited upon any person as retribution or reprisal for bringing a complaint forward'. Had you heard this about the Office of the Ombudsman before now?"
Overall (n=1060) 5 25 70
Rank
Jr. NCM (n=364) 8 46 46
Sr. NCM (n=213) 5 19 76
Jr. Officer (n=194) 4 18 79
Sr. Officer (n=276) 3 7 90
0% 20% 40% 60% 80% 100%
No
Unsure
Yes
Ombudsman Survey, 2000

a. It is not surprising to see that awareness is particularly high among those with a greater familiarity with the area in general or the Ombudsman's Office in particular.

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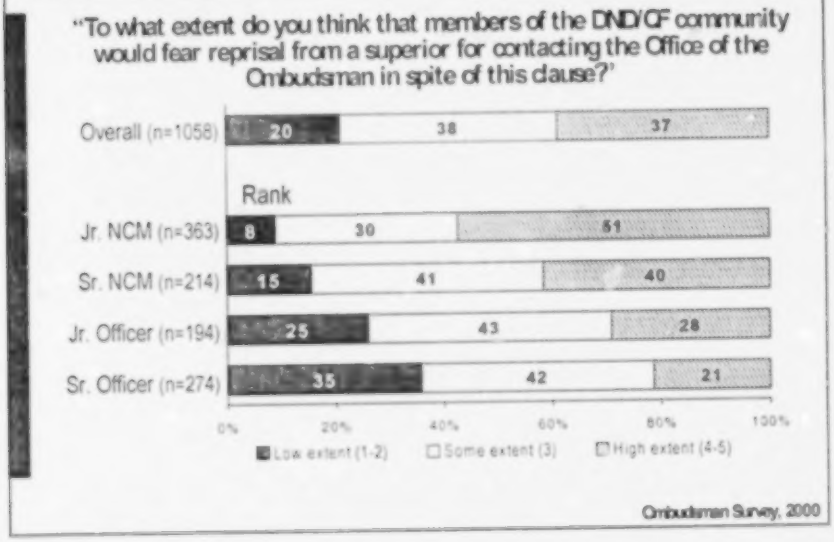
FIGURE THIRTEEN
Fear of Reprisal from Contact with Ombudsman



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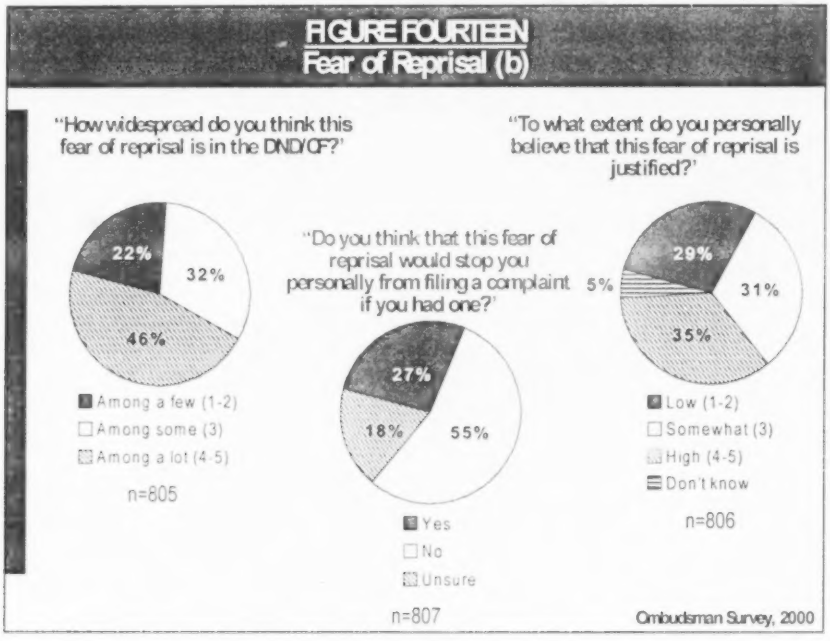
44. Among members that indicated at least some level of fear of reprisal, respondents were asked to indicate how pervasive or widespread they believe this fear of reprisal to be. Only one in five (22 per cent) said that they believe the fear to be only among a few. A further one in three suggested that the fear exists among a moderate number of CF members in the community and almost half (46 per cent) said that they believe the fear to be quite widespread.

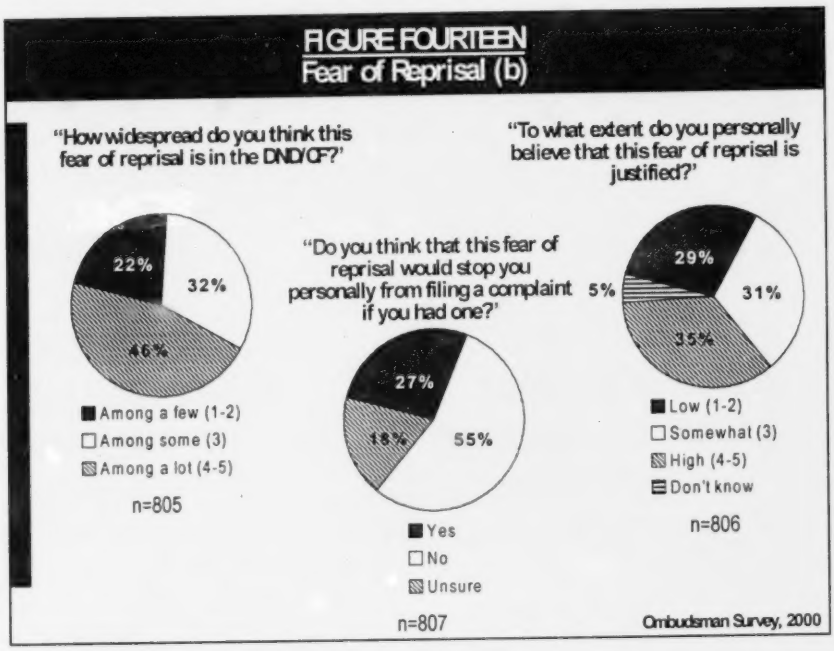


a. The same two patterns exist as with the overall degree of fear, with those familiar and in senior ranks suggesting a relatively contained picture, while lack of familiarity and junior ranks would suggest a much wider spread problem. For example, 31 per cent of Senior Officers indicate a widespread fear (rating it a four or five on the five point scale where five is "to a great extent"), whereas 60 per cent of the Junior NCMs indicate the same level of widespread fear.

45. CF members were then asked to respond to the issue from a slightly more personal vantage point. First they were asked if this fear of reprisal would stop them (personally) from making a complaint. They were then asked about the extent to which they believe that this fear (experienced by the community overall) is justified. While over half of members (55 per cent) indicated that they would not be stopped by this type of fear of reprisal, more than one in four suggested that it would be a significant enough barrier to stop them. Also, one in three reported that they believe the fear to be somewhat justified and more than one in three believe that it is quite justified. On the other hand, one in three do not believe that it is, leaving the CF/DND community in quite a split on this issue.

a. Similar patterns of responses exist for these two questions as seen earlier. Those who are most familiar with the general area and with the Ombudsman's

44. Among members that indicated at least some level of fear of reprisal, respondents were asked to indicate how pervasive or widespread they believe this fear of reprisal to be. Only one in five (22 per cent) said that they believe the fear to be only among a few. A further one in three suggested that the fear exists among a moderate number of CF members in the community and almost half (46 per cent) said that they believe the fear to be quite widespread.



a. The same two patterns exist as with the overall degree of fear, with those familiar and in senior ranks suggesting a relatively contained picture, while lack of familiarity and junior ranks would suggest a much wider spread problem. For example, 31 per cent of Senior Officers indicate a widespread fear (rating it a four or five on the five point scale where five is "to a great extent"), whereas 60 per cent of the Junior NCMs indicate the same level of widespread fear.

45. CF members were then asked to respond to the issue from a slightly more personal vantage point. First they were asked if this fear of reprisal would stop them (personally) from making a complaint. They were then asked about the extent to which they believe that this fear (experienced by the community overall) is justified. While over half of members (55 per cent) indicated that they would not be stopped by this type of fear of reprisal, more than one in four suggested that it would be a significant enough barrier to stop them. Also, one in three reported that they believe the fear to be somewhat justified and more than one in three believe that it is quite justified. On the other hand, one in three do not believe that it is, leaving the CF/DND community in quite a split on this issue.

a. Similar patterns of responses exist for these two questions as seen earlier. Those who are most familiar with the general area and with the Ombudsman's

Office in particular, as well as Senior Officers are more likely to minimize the effect and justification of the fear of reprisal. On the other hand, those who are least familiar and the Junior NCMs, in particular, are quite strong in their belief that it would stop them and that the fear is justified. For example, 37 per cent of Junior NCMs suggest that the fear of reprisal would prevent them from lodging a complaint and 46 per cent said that the fear is justified (compared to 48 per cent of Senior Officers that said the fear is NOT justified).

b. Also, 40 per cent of Army personnel reported that the fear of reprisal would, in fact, stop them from making a complaint. They are also most apt to have reported that the fear is justified.

c. Women in the CF are slightly more apt to have reported that the fear of reprisal would be a significant enough barrier to stop them, however, only one in three (37 per cent) said that it (categorically) would not stop them, as compared to 50 per cent of men who said that they would not be deterred (more women are unsure of what they would do). Women are also more likely to believe the fear to be justified, compared with men.

Changes in Jurisdiction of the Office

46. CF members were asked to comment on the debate surrounding the extension of the Ombudsman's jurisdictional boundaries into DND legal offices. A description of each side of the argument was presented to respondents, who were then asked to choose between the status quo and an increase in jurisdiction for the Office. The arguments were laid out to readers in as neutral a way as possible, however, it must be understood that it was obvious to all readers that the survey exercise was commissioned by the Office of the Ombudsman, which may engender an inflated degree of support. It should also be noted that, while the argument used to represent the JAG was taken from actual documentation produced by the JAG office earlier, the JAG office itself was not consulted with regard to the wording of this question.[3]

47. That being said, the majority of respondents (70 per cent) agree that the Office of the Ombudsman should have its jurisdiction extended into the offices of DND lawyers. A further 17 per cent said that the status quo should be maintained and 13 per cent indicated that they do not have an opinion on this matter.

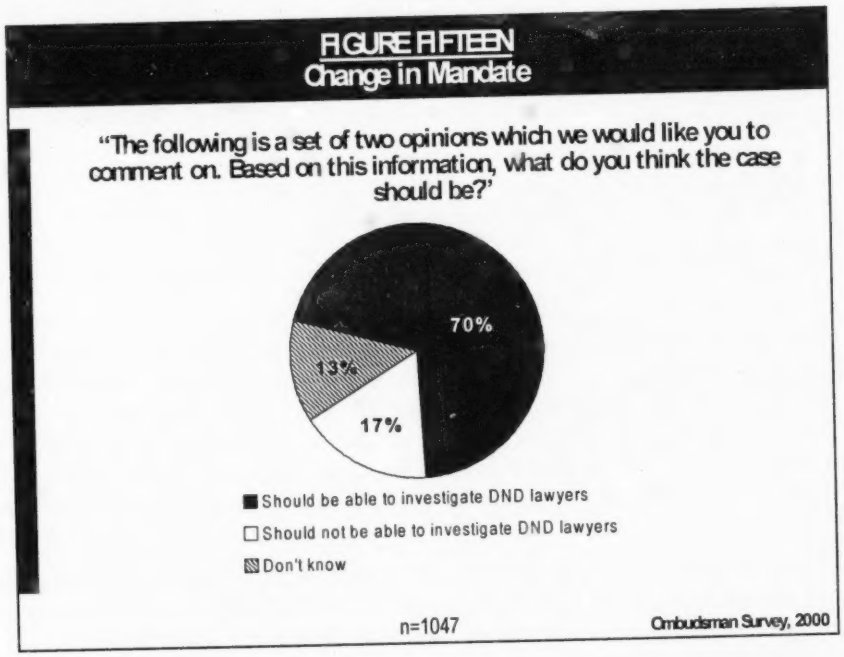


FIGURE FIFTEEN
Change in Mandate
"The following is a set of two opinions which we would like you to comment on. Based on this information, what do you think the case should be?'
70%
13%
17%
Should be able to investigate DND lawyers
Should not be able to investigate DND lawyers
Don't know
n=1047
Ombudsman Survey, 2000

a. The level of familiarity with the general area and the Office of the Ombudsman have a major impact on peoples' point of view, with those who are less familiar being more apt to agree with the extension of jurisdiction, while those with the greatest familiarity indicating a preference for the status quo. On the other

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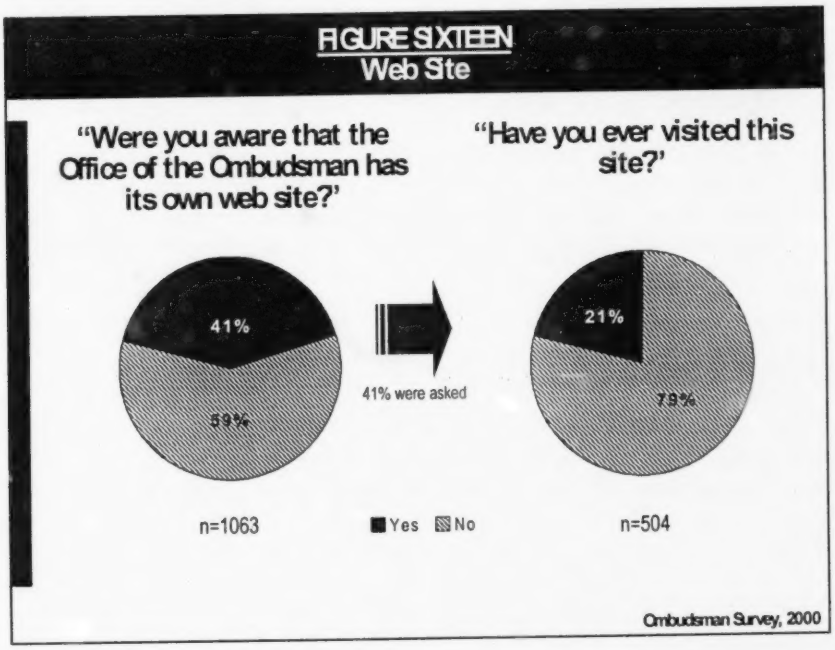
3 The position of the JAG, as represented in this question, has been clearly stated many times, before and after the preparation of this survey. The position is stated in a letter to the Editor of the *Ottawa Citizen* published on January 6, 2000, a letter sent to the Ombudsman on January 31, 2000 and in the Judge Advocate General's appearance before the Standing Committee on National Defence and Veterans Affairs on June 1, 2000.

hand, familiarity is also strongly tied to rank and rank is another factor which has a strong influence on the response to this question. Junior NCMs are more likely to hold with the argument to extend the jurisdiction, while Senior Officers are far more likely (33 per cent) to prefer the status quo. As such, it is probably rank which is influencing the relationship between familiarity and opinion on this matter.

b. Women are less likely to feel that they have an opinion on this matter, perhaps because they do not feel that they have enough information to make a judgment.

Web Site

48. CF members were asked about their awareness of the Ombudsman Office web site and awareness is quite widespread at 41 per cent.



a. As would be expected, people who are familiar with the general area and the Office specifically are also more apt to be aware of the web site. For example, 56 per cent of those who said that they are familiar with their rights at work said they knew of the web site and 74 per cent of those who said that they were already familiar with what the Office of the Ombudsman does said that they knew of the site, as did 63 per cent of those who had previously contacted the Ombudsman, or know someone who has. This is compared with 16 per cent who said that they do not know about their rights at work, 20 per cent who do not know about what the Office does and 36 per cent of those who have never contacted the Ombudsman.

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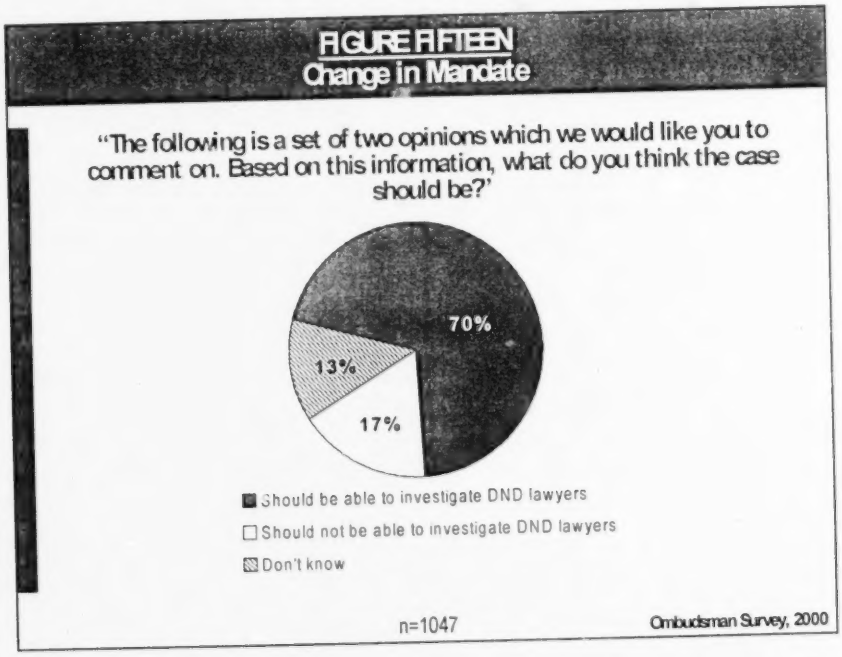
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Ombudsman Survey, 2000

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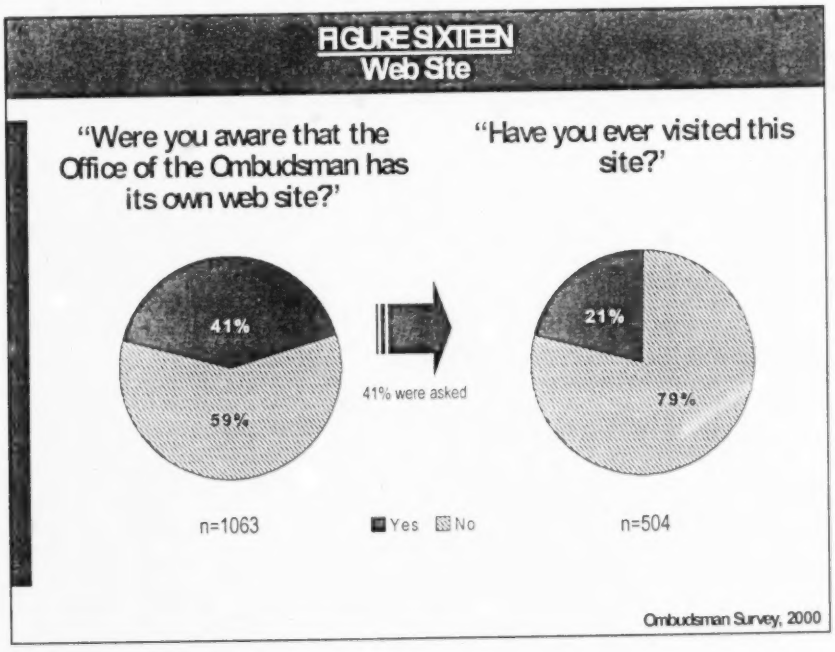


a. As would be expected, people who are familiar with the general area and the Office specifically are also more apt to be aware of the web site. For example, 56 per cent of those who said that they are familiar with their rights at work said they knew of the web site and 74 per cent of those who said that they were already familiar with what the Office of the Ombudsman does said that they knew of the site, as did 63 per cent of those who had previously contacted the Ombudsman, or know someone who has. This is compared with 16 per cent who said that they do not know about their rights at work, 20 per cent who do not know about what the Office does and 36 per cent of those who have never contacted the Ombudsman.

b. Awareness of the site is highest among senior personnel (48 and 58 per cent among Senior NCMs and Senior Officers, respectively). It is lowest among Junior NCMs, with only 25 per cent indicating that they knew of the web site.

c. Awareness of the site is more concentrated among those who have access to the Internet at home or to the DND Intranet, on the other hand 89 per cent of CF members have access to the Internet at home or work and 89 per cent have access to the DND Intranet. This access, while widespread, is more heavily concentrated among Officers (Junior and Senior), whereas 81 per cent of Junior NCMs reported that they have access to the Internet at home or work and 80 per cent have access to DIN. Women are also more likely to have access to the Net than men and to DIN. This is also the case with CF members in the Air Force or at NDHQ (90 to 96 per cent) compared to those in the Army (80 per cent) or Navy (86 per cent).

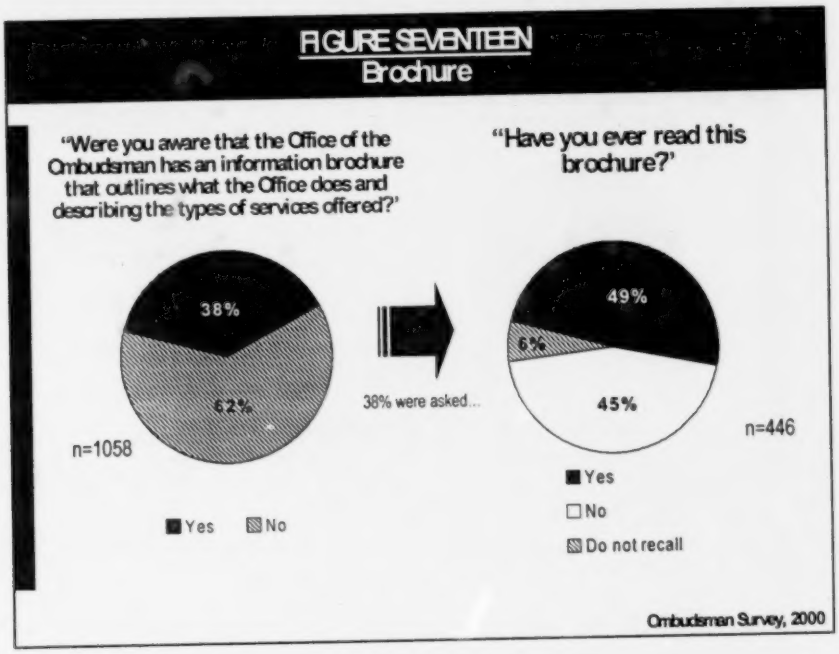
49. Of those who knew about the web site, 21 per cent reported that they have actually visited the site. That is, nine per cent of CF members **overall** reported having been to the site.

a. The concentration of members who have been to the site is higher among those who are familiar with the general area and with what the Ombudsman's Office does. It is difficult to say whether knowing about the Office has lead to people visiting the site, or if visiting the site has in fact contributed to their knowledge on the matter.

b. A high concentration (33 per cent) of those that reported having been in contact with the Office, or know someone who has, also reported that they have been to the site, suggesting that people have checked out the Ombudsman's Office either directly before or after their contact.

Information Brochure

50. The information brochure is only slightly less known than the web site, with 38 per cent of CF members having indicated that they were aware of the brochure. Half (49 per cent) of those who were aware of it, however, have read it, making it quite widely read (with 19 per cent of CF members **overall** reporting that they had read the brochure).



a. There is a natural relationship between having known about (and having read) the brochure and having a general familiarity with the area overall and with the Ombudsman's Office in particular. Also, people who have contacted the Office in the past, or know someone who has, are more apt to have known about the brochure and read it.

b. Having known about the brochure and read it is highly related to rank, with only 20 per cent of Junior NCMs reporting that they knew about the brochure, compared to 58 per cent of Senior Officers. Likewise, only 30 per cent of Junior NCMs that knew about the brochure also said that they read it, compared with 63 per cent among Senior Officers.

c. There is some difference in overall awareness of the brochure by gender, with women being more likely to have known about it (40 per cent compared with 27 per cent of men). On the other hand, among those who knew about it, similar proportions of men and women actually read it.

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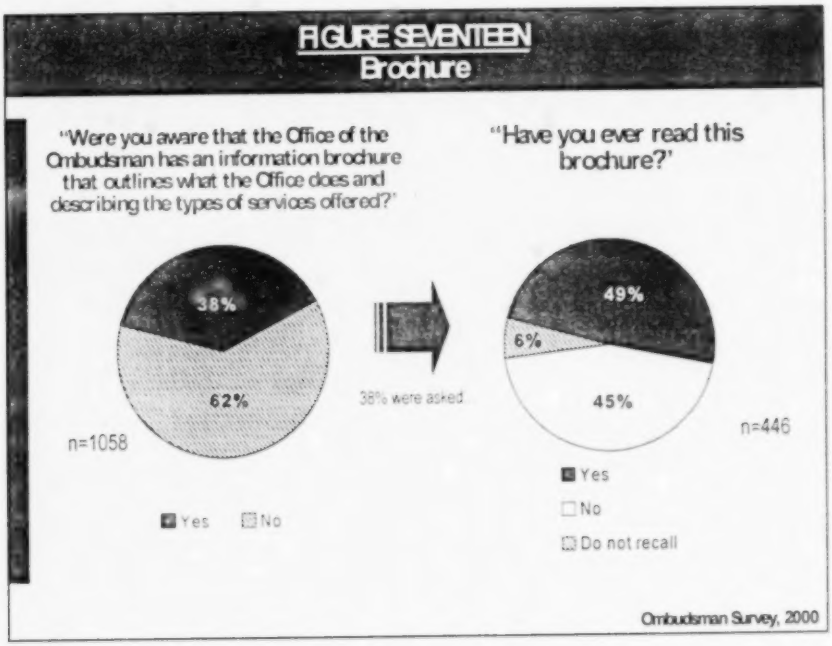

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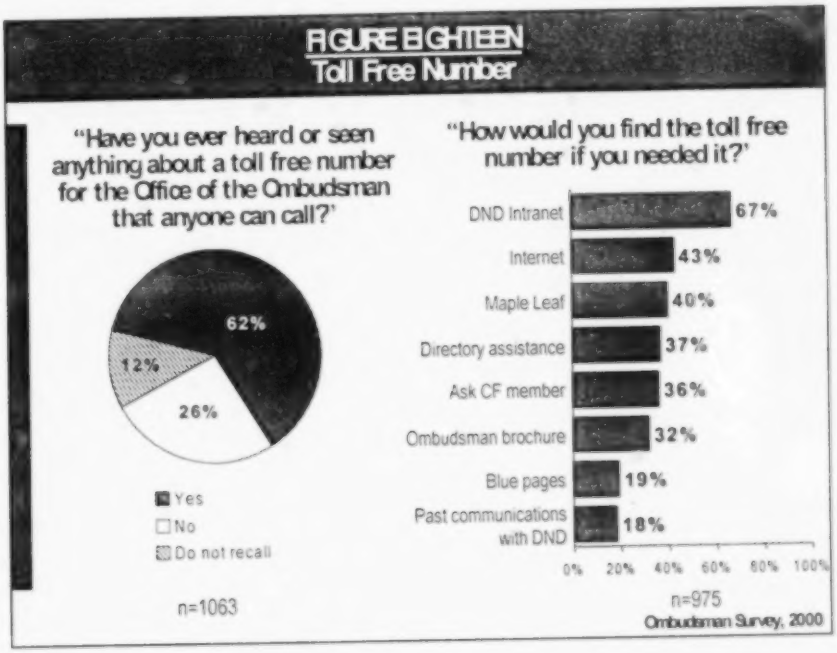
Toll Free Number

51. A relatively high proportion of CF members (62 per cent) reported that they were aware of the toll free number for the Office of the Ombudsman.



a. Awareness of the toll free number, like awareness of the web site and information brochure, is higher among those who feel that they are familiar with the general area and the Office of the Ombudsman, as well as among those who have actually contacted the Office, or know someone who has.

b. It is also higher among Officers (72 per cent of Junior Officers and 83 per cent of Senior Officers knew about the toll free number). Awareness among Junior NCMs is comparatively low at 41 per cent.

c. Women are more likely to have known about the toll free number (64 per cent) than men (51 per cent).

d. There is also some variation by environment, with members in the Navy and at NDHQ reporting awareness in higher concentrations (58 and 64 per cent respectively, compared with only 50 per cent among Army members and 44 per cent for those in the Air Force).

52. CF members are familiar with a range of methods of finding the toll free number, with the DND Intranet being the most popular, followed by the Internet and the Maple Leaf as other sources for this information. The least likely sources for finding the number are the blue pages of the telephone book and looking through past communications from DND on the topic.

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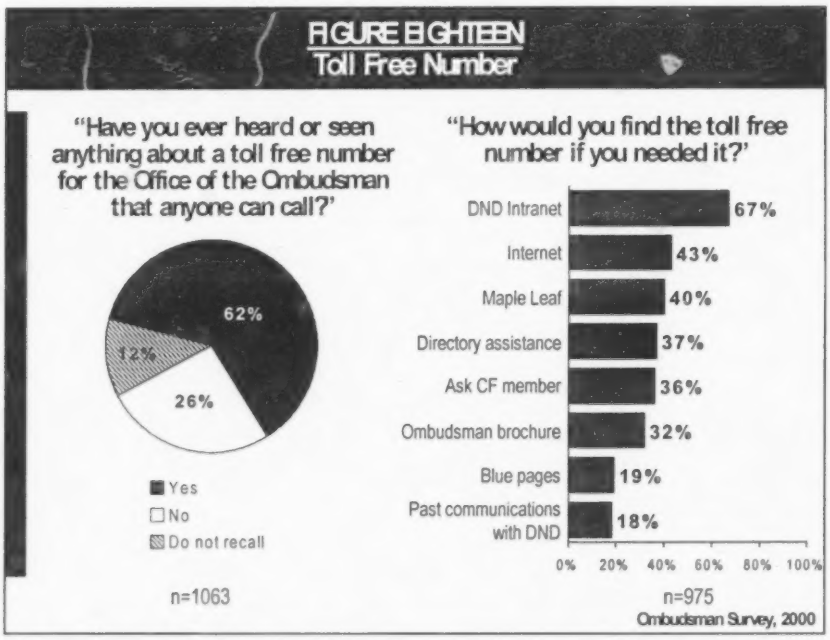

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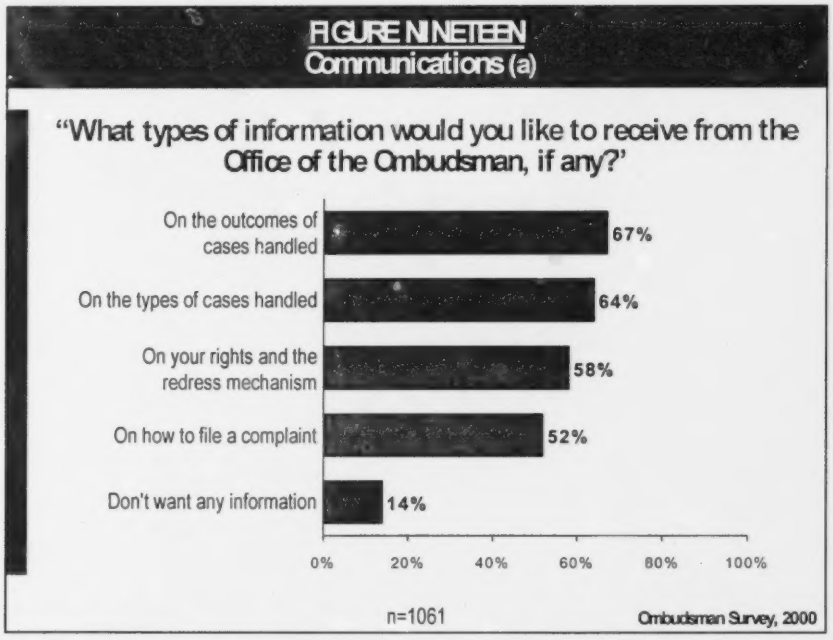
a. There are definite patterns of where people who are familiar with the general topic and with the Ombudsman's Office in particular would look to find the toll free number, compared with CF members who are less familiar with this area. Those who are familiar would likely look in the Maple Leaf, find the Ombudsman brochure, use the Internet or DND Intranet, or possibly look through old communications. On the other hand, those with less familiarity are more likely than their counterparts to rely on word of mouth from another CF member, or use the blue pages of the telephone book.

b. Similar patterns exist by rank and environment. Senior Officers are more apt to use the Maple Leaf or the Internet or DND Intranet. Junior NCMs, on the other hand, are more apt than other ranks to ask another CF member, use the blue pages or go through past communications. Those in the Navy are more apt to rely on the Maple Leaf, the information brochure or the Internet, whereas Army personnel are more apt to report relying on past communications than members in other environments.

Information of Interest and Methods of Communication

53. CF members were asked what type of information they would like to receive from the Office of the Ombudsman, if any. As shown, information about the cases handled by the Office, both in terms of types of cases and outcomes of the cases, are of considerable interest (to 64 and 67 per cent of CF members). This is followed by information about your rights at work and how to file a complaint. Only one in seven members indicated that they really do not want any (additional) information from the Ombudsman's Office.

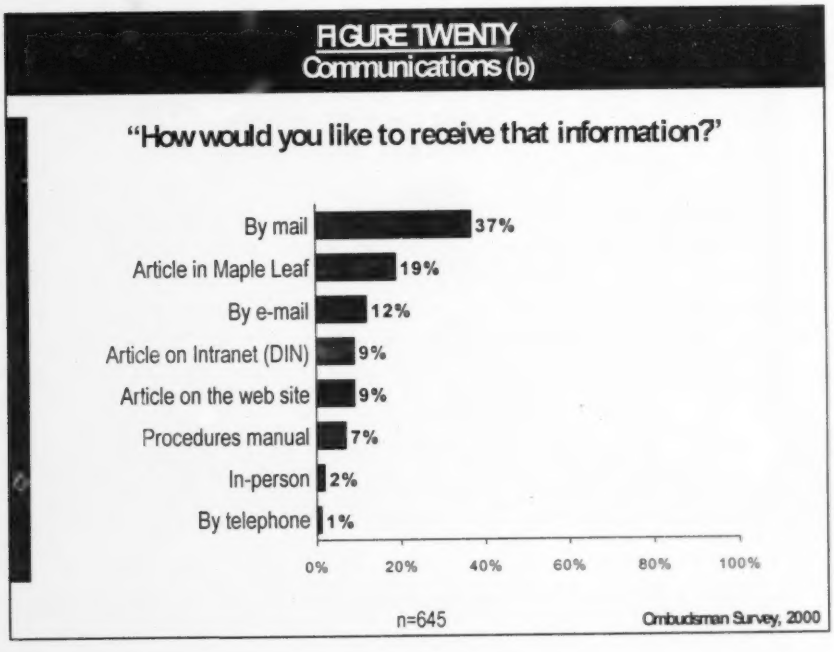


a. It is not surprising to note that those who are not familiar with what the Office of the Ombudsman does are looking for information about their rights at work and how to file a complaint, as well as information about the types of cases handled by the Office in higher concentrations than other CF members who are familiar with the Office and its function.

b. Although only 14 per cent of CF members overall indicated that they do not want any additional information, this rises to 25 per cent among those who indicated that they are already familiar with the Office and its role.

c. By rank, NCMs (both Junior and Senior) are more likely to have indicated a need for information about their rights at work (69 and 66 per cent respectively). This is compared with Junior and, particularly Senior Officers, where 58 and 40 per cent respectively reported that they are interested in the same type of information.

54. When asked how CF members would prefer to receive the information, more than one in three (37 per cent) reported mail as the best method. This was followed by the preference for seeing an article in the Maple Leaf and by e-mail.



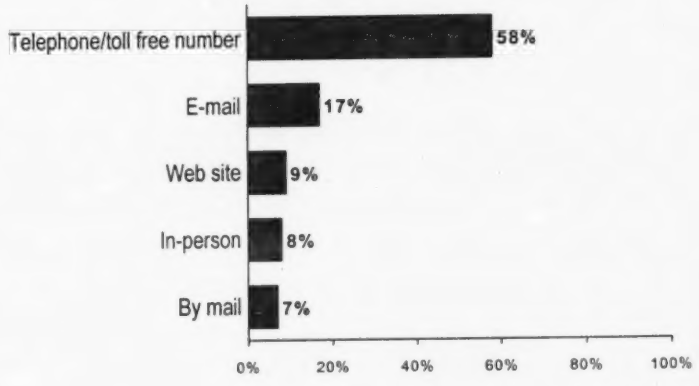
a. It is interesting to note that the pattern of preferences is very similar, irrespective of the type of information being requested. That is, mail is still the most popular method of receiving information, whether that information is background on your rights at work or a profile of case outcomes.

b. NCMs (both Junior and Senior) are more apt to have expressed a preference for information by mail (47 and 44 per cent). Senior Officers, however, are more likely than members from other ranks to have suggested a Maple Leaf article (36 per cent).

55. When asked how CF members would prefer to get in touch with the Office of the Ombudsman, telephone was indicated as the preferred vehicle by the majority of members (58 per cent). This is also seen as the best method of reaching the Office to make a complaint (reported by 52 per cent).

FIGURE TWENTY-ONE
Communications (c)

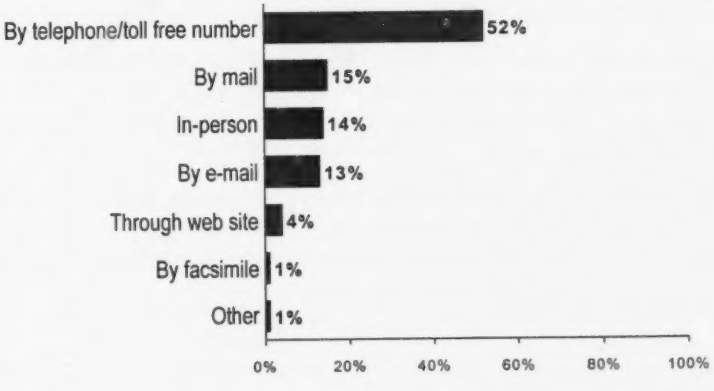
"If you were to need information from the Office of the Ombudsman, how would you prefer to get in touch with the Office?"



n=754 Ombudsman Survey, 2000

FIGURE TWENTY-TWO
Communications (d)

"If you ever wished to make a complaint to the Office of the Ombudsman, how would you prefer to get in touch with the Office?"



n=923 Ombudsman Survey, 2000

a. Although there are slight variations in preference patterns for getting in touch with the Office and making a complaint by environment of the CF member and also by rank, these patterns are nonetheless very similar to the overall pattern. There is perhaps one difference which is noteworthy. While 14 per cent of

members overall indicated in-person contact as the best method of making a complaint, 22 per cent of Junior NCMs expressed this preference. On the other hand, only seven per cent of Senior Officers indicated a comfort level with in-person contact. In fact, 25 per cent of Senior Officers suggested mail as their preferred method of lodging a complaint, compared with only eight per cent of Junior NCMs.

Newsletter

56. The level of interest among CF members for a newsletter put out by the Ombudsman's Office, citing the types of cases handled, articles and statistical information about the work of the Ombudsman, is quite high. Over half of the CF (54 per cent) rated their interest as a four or five out of the five point scale, with five being "very interested". Another 23 per cent indicated a moderate interest. Only 22 per cent said that they are not at all interested in such a newsletter.

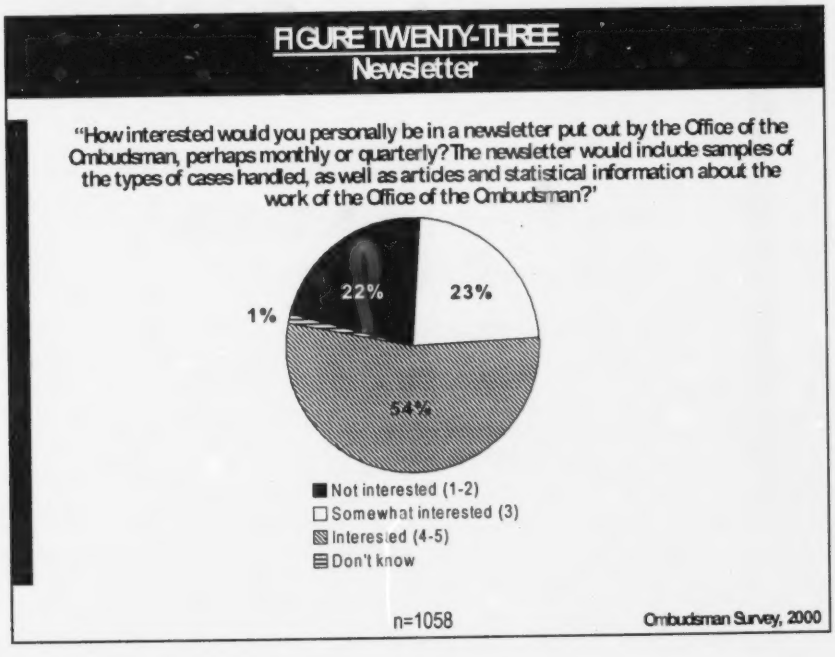


FIGURE TWENTY-THREE
Newsletter
"How interested would you personally be in a newsletter put out by the Office of the Ombudsman, perhaps monthly or quarterly? The newsletter would include samples of the types of cases handled, as well as articles and statistical information about the work of the Office of the Ombudsman?"
22%
23%
1%
54%
Not interested (1-2)
Somewhat interested (3)
Interested (4-5)
Don't know
n=1058
Ombudsman Survey, 2000

a. Interest decreases somewhat with familiarity with the general topic area (e.g., familiarity with one's rights at work or the general mechanism of redress available at DND). While 62 per cent of those with low general familiarity would like to see a newsletter, 51 per cent of those with high familiarity said the same.

b. It is not surprising to see that this interest also varies by rank. Although 60 per cent of Junior NCMs and 69 per cent of Senior NCMs expressed an interest in the newsletter, only 45 per cent of Junior Officers and 49 per cent of Senior Officers said the same.

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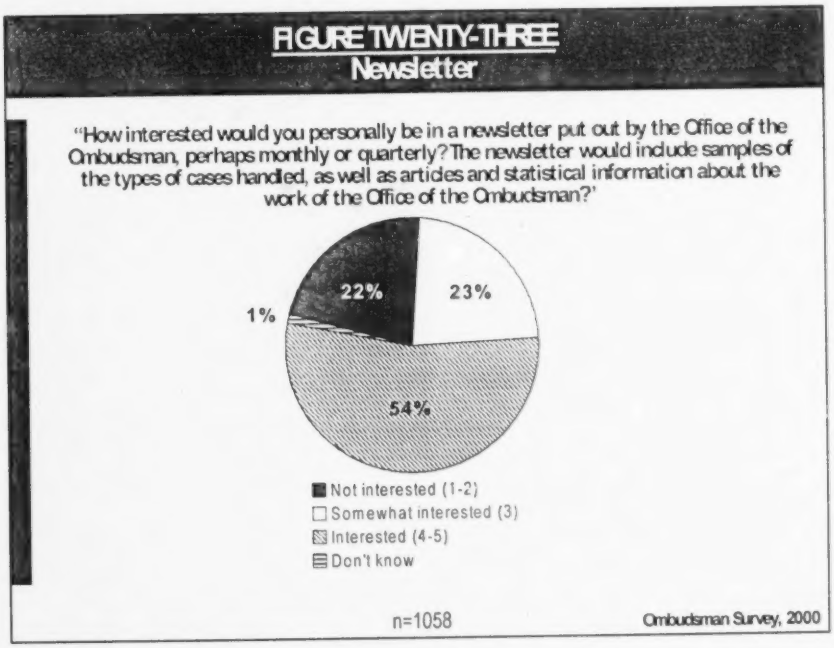
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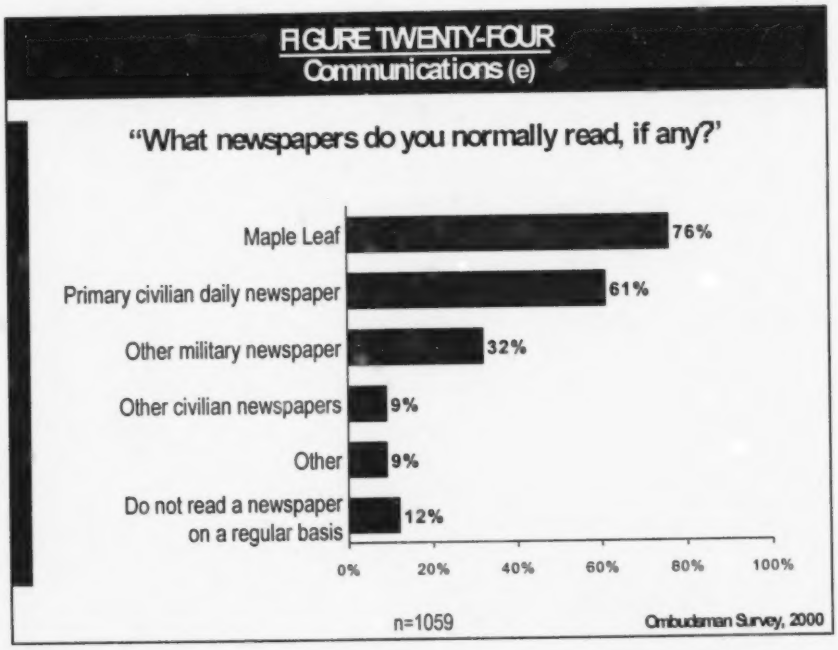
Particular Newspapers in Which to Communicate About the Office of the Ombudsman

57. CF members were asked to indicate the newspaper source that they rely on most heavily. A high proportion (61 per cent) generally read their daily civilian newspaper, which does not assist the Office of the Ombudsman very much in narrowing the field of papers to advertise in. On the other hand, 76 per cent also said that they normally read the Maple Leaf, confirming the Office's current choice for disbursing information. An additional 32 per cent said that they read another military newspaper. The primary (other) military paper which stands out here is Contact. Unfortunately, 12 per cent overall indicated that they do not read a newspaper on a regular basis at all.



a. It is even more unfortunate that people with a higher degree of familiarity with the general topic area and with the Office of the Ombudsman are more apt to cite the various sources of newspapers than people with no familiarity. On the other hand, CF members with minimum familiarity are more apt to have said that they do not read a newspaper on a regular basis. This is also true of people who have contacted (or known someone who has contacted) the Ombudsman; they are more apt to read any one of several newspaper sources, whereas those with limited exposure to the Office are more apt not to rely on a regular newspaper source.

b. The same pattern exists by rank, with Junior NCMs being more apt to indicate that they do not rely on a regular newspaper source, whereas Senior Officers

are most likely to have indicated all listed newspaper sources. On the other hand, we know from previous results that Senior Officers are more familiar with these topics and less interested in getting additional information.

c. There are some slight differences in newspapers read, according to the environment of the CF member. Those in the Army are more apt to have cited the Maple Leaf as a primary newspaper source. Personnel in the Navy are more likely to rely on their daily civilian newspaper for regular newspaper reading, as are members located at NDHQ.

Section Three

Overall Summary and Implications for Future Directions

58. Familiarity with the role and mandate of the Office of the Ombudsman is only moderate. This lack of familiarity is concentrated in even higher levels among Junior NCMs and CF members located outside of NDHQ, as well as among Army personnel.

59. There is fairly widespread scepticism regarding the Office's ability to be neutral and objective, as well as its ability to be fair and equitable in its treatment of cases. A high proportion of CF members also believe that there is fear of retribution for bringing complaints forward and that this fear is justified.

60. The Office is not perceived at this point in time as a body that will have a lasting improvement on the CF population nor as a body that is particularly effective. These feelings are closely tied to lack of familiarity with the Office of the Ombudsman.

61. General support for the Office of the Ombudsman is relatively high.

62. Support for an extension of the Office jurisdiction into the Office of the JAG is also high.

63. These results would suggest an immediate need for increased communication with the CF population. This communication must include fundamental information regarding the role and mandate of the Office, how the Ombudsman can assist the average CF member, and some evidence of the Office's progress over the course of the last year (including a description of the volume and types of cases it is handling and some broad indication of the outcomes of completed cases).

64. In particular, Junior NCMs, and CF personnel in the Army and outside NDHQ must be given primary consideration when deciding how to reach members with information about the Office.

65. To the extent that communication vehicles are already (and have already been in place), perhaps the next step is to examine the effectiveness of the information and messages included in past communications. For example, recall that those lacking basic familiarity about the Office were looking for more basic information than were the CF members who already had a good handle on what the Office does. Perhaps the lack of familiarity on the part of some groups is not owing to a lack of opportunity to hear about the Office, but a disengagement from the issue. Perhaps Junior NCMs, for example, (in not understanding the basic nature of the Office) do not appreciate the implications of the Office for "someone like me", and therefore do not take the time to really pay attention to the information they read or hear about the Office. The Office might get better penetration with its communication into these groups by ensuring that the information is targeted to the broadest appeal, including messages that indicate

how the Ombudsman would help "someone like me" and how the Office has been helping "people like me" over the past year or so.

66. Given that this survey was designed as a baseline measurement, particularly one that produced a number of results that seem to mirror themes gathered in an early consultation by the Ombudsman's staff, it will be important to take a second survey reading (using a similar questionnaire and methodology) in a year to a year and a half from now. This will provide a stronger context for understanding if these feelings of scepticism, cynicism and fear of reprisal are still in place over time and whether these feelings are increasing or decreasing. This, in turn, will provide the Office with an important context for gauging its progress in communicating effectively with the CF at large.

APPENDIX A
Questionnaire

May 2000

Dear CF Member:

Please find enclosed a survey that is being conducted by the Office of the Ombudsman for National Defence and the Canadian Forces, with the assistance of a private consultant, Ekos Research Associates.

The survey is intended to profile general levels of awareness and opinions regarding the Ombudsman's Office. This will guide the Ombudsman's Office in future policies and communications strategies with CF members, so it is important that you take the opportunity to complete it. It should only take a few minutes to do and it is supported by the DND chain of command.

We ask that you try to fill out the questionnaire as soon as possible — by early June if you can. When you have completed the form, please return it to Ekos Research Associates in the addressed, postage-paid envelope included in this package. All of your responses are completely anonymous. If you have any questions about the survey or filling out the questionnaire, please call Ekos Research Associates at 1-800-388-2873.

Thank you for taking the time to complete this survey. Your assistance is very much appreciated. If you are interested, you can look for summary results from this survey on the Ombudsman's Office web site in a few months from now. Look for details inside this questionnaire.

Yours truly,

André Marin
Ombudsman

1. How familiar would you say you are with your rights at work as a CF member in military service for National Defence? *[Circle number of your answer]*

NOT AT ALL FAMILIAR		SOMEWHAT FAMILIAR		COMPLETELY FAMILIAR	DON'T KNOW
1	2	3	4	5	9

2. How familiar would you say you are with the mechanisms of assistance and redress available to you as a CF member in military service for National Defence, when your rights are infringed upon?

NOT AT ALL FAMILIAR		SOMEWHAT FAMILIAR		COMPLETELY FAMILIAR	DON'T KNOW
1	2	3	4	5	9

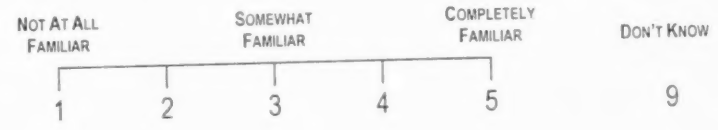
3.a. Have you heard of the Office of the Ombudsman for National Defence and the Canadian Forces?

Yes	1	
No	2	--> SKIP TO BOX AFTER QUESTION 4

b. Can you recall where you first heard about the Ombudsman's Office? *[Circle only one answer]*

In the Maple Leaf	01
In another military newspaper	02
In a civilian newspaper	03
In another media report (TV, radio)	04
Through an internal CF/DND referral	05
Through word of mouth (friend, colleague or family, etc.)	06
The Ombudsman brochure	07
Directly from the Ombudsman	08
On the Internet	09
On the DND Intranet (DIN)	10
Other (please specify) _____	09
Don't Recall	99

4. How familiar would you say you are with what the Office of the Ombudsman does in terms of its role and mandate?



The DND/CF Ombudsman operates as a neutral third party, independent of the chain of command and civilian management. His role is to ensure that members of the DND/CF community are treated fairly by investigating individual complaints and making recommendations, thereby contributing to substantial and long-lasting improvements in their welfare. The Ombudsman also acts as a direct source of information, referral and education to assist individuals to access existing channels of assistance and redress within DND and the CF.

SKIP TO QUESTION 6 IF YOU ANSWERED 3, 4, OR 5 ON QUESTION 4

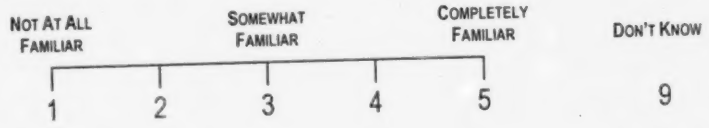
5. Do you recall ever hearing about the Office of the Ombudsman before now?

Yes	1
No	2 --> SKIP TO QUESTION 9

6. What groups of individuals do you think the Office of the Ombudsman is mandated to serve? *[Circle as many answers as apply.]*

Regular (active) CF members	01
Retired CF members	02
Reserves (active)	03
Retired reserves	04
Cadets	05
Civilian DND employees (active)	06
Retired civilian DND employees	07
CF family members (past and present)	08
Other (please specify) _____	09
Don't Know	99

4. How familiar would you say you are with what the Office of the Ombudsman does in terms of its role and mandate?



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5. Do you recall ever hearing about the Office of the Ombudsman before now?

Yes	1	
No	2	--> SKIP TO QUESTION 9

6. What groups of individuals do you think the Office of the Ombudsman is mandated to serve? *[Circle as many answers as apply.]*

Regular (active) CF members	01
Retired CF members	02
Reserves (active)	03
Retired reserves	04
Cadets	05
Civilian DND employees (active)	06
Retired civilian DND employees	07
CF family members (past and present)	08
Other (please specify) _____	09
Don't Know	99

7. Did you know before now that the Office of the Ombudsman is a neutral, independent body designated to hear, review and investigate complaints made by members of the DND/CF community?

Yes	1
No	2
Unsure	3

8. Were you aware before now that the Office of the Ombudsman acts as a source of information, referral and education to assist current and former CF and Reserve members and their families?

Yes	1
No	2
Unsure	3

9. To what extent do you think that the Office of the Ombudsman is, in fact, neutral, objective and independent of the chain of command?

Not At All		Somewhat		To A Great Extent	Don't Know
1	2	3	4	5	9

10. To what extent do you think that individuals who are dealt with through the Office of the Ombudsman are treated in a fair and equitable fashion?

Not At All		Somewhat		To A Great Extent	Don't Know
1	2	3	4	5	9

11. Given all that you now know about the Office of the Ombudsman and your own observations to date, to what extent do you think that the Office contributes to a LASTING improvement to the welfare of members of the DND/CF community?

Not At All		Somewhat		To A Great Extent	Don't Know
1	2	3	4	5	9

12. From what you know, how effective would you say that the Office of the Ombudsman is in its role in assisting members of the DND/CF community?

NOT AT ALL EFFECTIVE		SOMEWHAT EFFECTIVE		COMPLETELY EFFECTIVE	DON'T KNOW
1	2	3	4	5	9

13. Overall, how supportive are you of having an Ombudsman to serve the members of the DND/CF community?

NOT AT ALL SUPPORTIVE		SOMEWHAT SUPPORTIVE		COMPLETELY SUPPORTIVE	UNSURE
1	2	3	4	5	9

14. Can you tell me why you gave this rating in Question 13? *[Circle "1" if unsure.]*

_____

_____

_____

_____

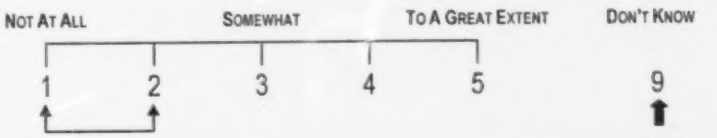
_____

Unsure 1

15. The mandate of the Office of the Ombudsman states that "No adverse action or adverse consequence shall be visited upon any person as retribution or reprisal for bringing a complaint forward". Had you heard this about the Office of the Ombudsman before now?

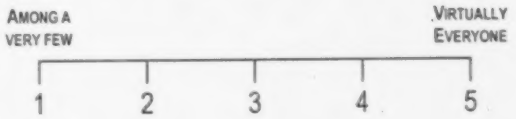
Yes 1
No 2
Unsure 3

16. To what extent do you think that members of the DND/CF community would fear reprisal from a superior for contacting the Office of the Ombudsman in spite of this clause?



SKIP TO QUESTION 20 **SKIP TO QUESTION 20**

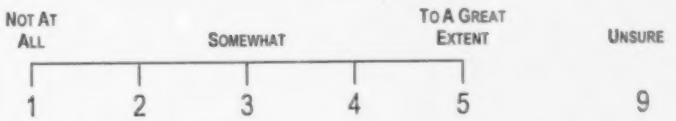
17. How widespread do you think that this fear of reprisal is in the DND/CF community?



18. Do you think that this fear of reprisal would stop you personally from filing a complaint if you had one?

Yes 1
No 2
Unsure 3

19. To what extent do you personally believe that this fear of reprisal is justified?



20. Were you aware that the Office of the Ombudsman has its own web site?

Yes 1
No ..... 2 **--> SKIP TO QUESTION 22**

21. Have you ever visited this site?

Yes	1
No	2
Do not recall	9

22. Were you aware that the Office of the Ombudsman has an information brochure that outlines what the Office does and describing the types of services offered?

Yes	1
No	2 --> SKIP TO QUESTION 24

23. Have you ever read the brochure?

Yes	1
No	2
Do not recall	9

24. Have you ever heard or seen anything about a toll free number for the Office of the Ombudsman that anyone can call?

Yes	1
No	2
Do not recall	3

25. How would you find the toll free number if you needed it? *[Circle as many answers as apply]*

In the Maple Leaf	01
Ask another CF member	02
The Ombudsman brochure	03
On the Internet	04
On the DND Intranet	05
In the blue pages of the phone book	06
Through past communications with DND informing about Ombudsman's Office (e.g., Orders group)	07
Call directory assistance/information	08
Other (please specify) _____	09

Don't Know..... 99

26. What type of information would you like to receive from the Office of the Ombudsman, if any? *[Circle as many answers as apply]*

Information on your rights and the mechanisms of assistance and redress available within the military	01
Information on how to file a complaint	02
Information on the types of cases handled by the Ombudsman	03
Information on the outcomes of cases handled by the Ombudsman	04
Other (please specify) _____	05
Do not want any information	98 --> SKIP TO QUESTION 29
Unsure	99 --> SKIP TO QUESTION 29

27. How would you like to receive that information? *[Circle only one answer]*

By mail	01
By telephone	02
By e-mail	03
In person	04
Through an article on the web site	05
Through an article in the Maple Leaf	06
In a procedures manual	07
Through an article on the Intranet (DIN)	08
Other (please specify) _____	09
Don't Know	99

28. If you were to need information from the Office of the Ombudsman, how would you prefer to get in touch with the Office? *[Circle only one answer]*

By mail	01
By telephone/toll free number	02
By e-mail	03
In person	04
Through the web site	05
By facsimile	06
Other (please specify) _____	07
Don't Know	99

29. If you ever wished to make a complaint to the Office of the Ombudsman, how would you prefer to get in touch with the Office? *[Circle only one answer]*

By mail	1
By telephone/toll free number	2
By e-mail	3
In person	4
Through the web site	5
By facsimile	6
Other (please specify) _____	7
Don't Know	9

30. How interested would you personally be in a newsletter put out by the Office of the Ombudsman, perhaps monthly or quarterly? The newsletter would include samples of the types of cases handled, as well as articles and statistical information about the work of the Office of the Ombudsman.

NOT AT ALL INTERESTED		SOMEWHAT INTERESTED		VERY INTERESTED	DON'T KNOW
1	2	3	4	5	9

31. The following is a set of two opinions which we would like you to comment on.

Management and Judge Advocate General (JAG) lawyers working for DND and the CF can represent either the chain of command or individual CF members in any given case. The lawyers are also typically supervisors of other employees on their staff who could potentially wish to bring a case against their supervisor. Currently, the Office of the Ombudsman is not able to investigate DND/CF lawyers.

The Office of the Ombudsman would argue that it should have jurisdiction to investigate the work of these lawyers. This would allow the Ombudsman to make recommendations about conduct and policies to ensure fairness and equity. Investigations would not extend to areas that compromise client-lawyer privilege. The Ombudsman's Office would further argue that as the Ombudsman's recommendations are not binding, DND/CF lawyers would not be obliged to implement them.

DND/CF lawyers would argue that the Office of the Ombudsman should not have jurisdiction to investigate their conduct because the legal issues involved are not clear-cut and the Office of the Ombudsman may not always have the specialized knowledge and expertise to pass judgement on these matters. The DND/CF lawyers would also argue that they are already regulated by the Law Society and should not be accountable to any other oversight body.

Based on this information, what do you think the case should be?

Ombudsman should be able to investigate DND/CF lawyers	1
Ombudsman should not be able to investigate DND/CF lawyers	2
Don't know	3

These last questions are only for statistical purposes and no answers will ever be linked to names of people.

32. Have you ever personally contacted the Office of the Ombudsman to gather information, make an inquiry or complaint or for any other reason?

Yes	1
No	2
Unsure	3

33. Do you know anyone else who has contacted the Office of the Ombudsman for any reason?

Yes	1
No	2
Don't Know	3

34. What newspapers do you normally read, if any? *[Circle as many answers as apply]*

The Maple Leaf	1
Other military newspaper (please specify) _____	2
The primary civilian daily newspaper in my city (please specify) _____	3
Other (please specify) _____	4
Do not read a newspaper on a regular basis	5

35. Do you have access to the Internet, either at home or at work?

Yes	1
No	2

36. Do you have access to the DND Intranet (DIN)?

Yes	1
No	2

37. What command do you serve in?

Army	1
Navy	2
Air Force	3
NDHQ	4
CFRETS	5
Other	6

38. What is your rank?

Jr NCM (pte/OS to MCpl/MS)	1
Sr NCM (Sgt/PO2 to CWO/CPOI)	2
Jr Officer (Officer cadet to Capt/Lt(N))	3
Sr Officer (Maj./LCdr to Gen/Adm)	4
Other (please specify) _____	5

39. What is your first official language?

English	1
French	2

40. What gender are you?

Male	1
Female	2

Thank you for taking the time to participate. You can mail your completed form in the postage paid, self addressed envelope provided.

Should you wish to contact the Ombudsman's Office you can call 1-888-828-3626 or access their web site at www.ombudsman.dnd.ca or www.ombudsman.mil.ca.

Look for the results of this survey on the Ombudsman's Office web site this July/August.

APPENDIX B
Margins of Error

Margins of Error Associated with Particular Groups

Group	Sample Size	Margin of Error (+/- percentage)
Overall	**1,070**	3.0
Jr. NCM	362	5.1
Sr. NCM	211	6.7
Jr. Officer	193	6.9
Sr. Officer	275	5.6
Army Personnel	393	4.9
Navy Personnel	188	7.1
Air Force Personnel	333	5.3
NDHQ Personnel	86	10.4
Men	853	3.3
Women	198	6.8
Low familiarity with Office	425	4.7
Moderate familiarity with Office	336	5.3
High familiarity with Office	240	6.3